

## Tax & Legal Symposium

*Navigating the new normal for tax & legal  
compliance management*

## Focusing on Tax Operations

17 January 2023

# Focusing on Tax Operations



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## Transformation of the Tax Department

1. Compliance and reporting is exploding with no change in tax department budgets
2. Business leaders require an expanded role of the tax function
3. Transparency is resulting in Tax living in a “Glass House”

### A fresh business teaming imperative

#### A. Tax Reporting and Compliance

- Quality, Accuracy and Efficiency

*also*

#### B. Business leaders with a focus on:

- Forecasting and scenario modeling
- Supply chain restructuring/Business model transformation
- Digital service taxes
- Sustainability measures

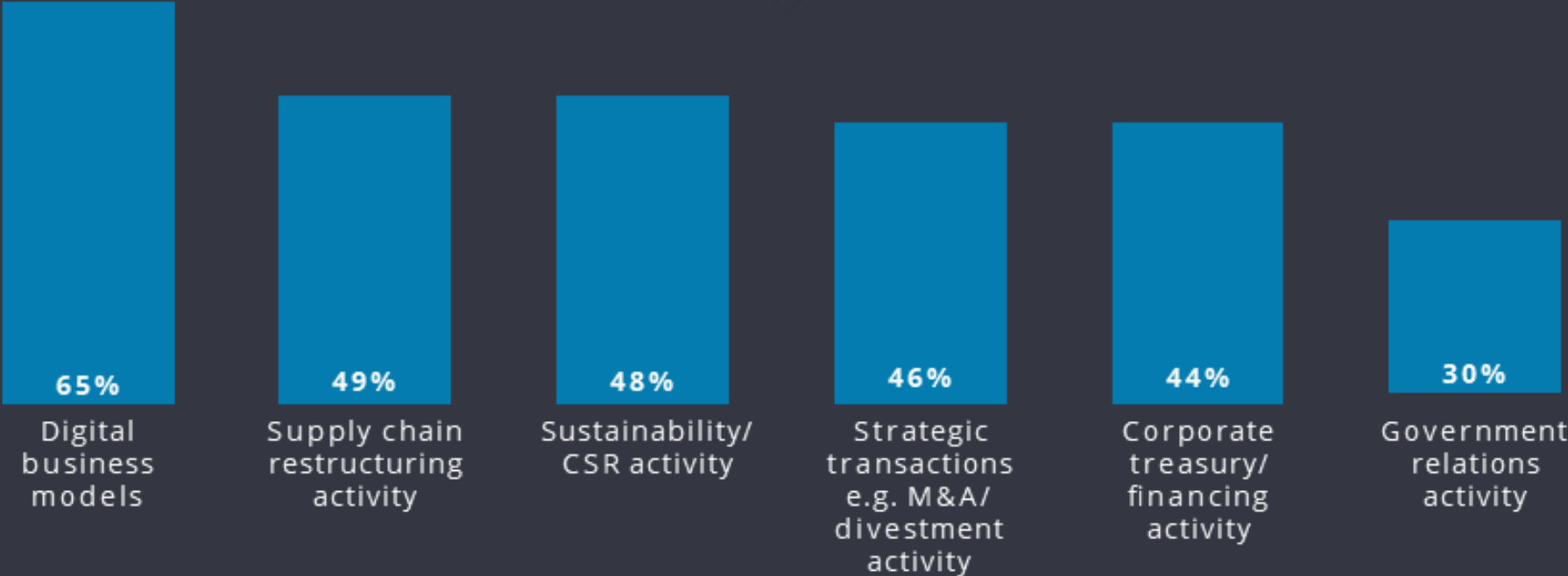


## Tax Transparency – Do we now live in a Glass House?



# Business drivers of change

Business areas where respondents expect **increased demand** for tax advisory support from the tax department



## Polling Question 1

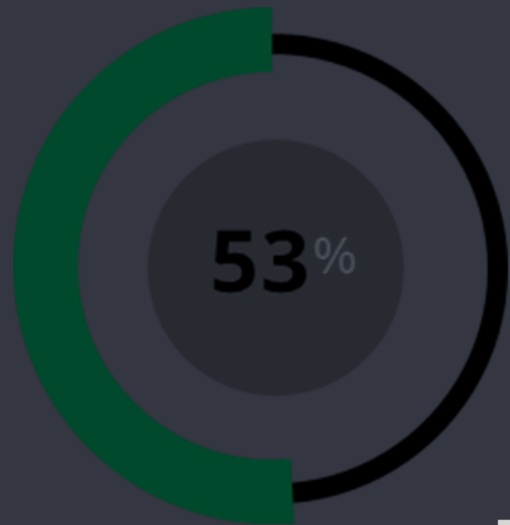
What is the most impactful change you can make to your tax organization?

1. People
2. Process
3. Technology

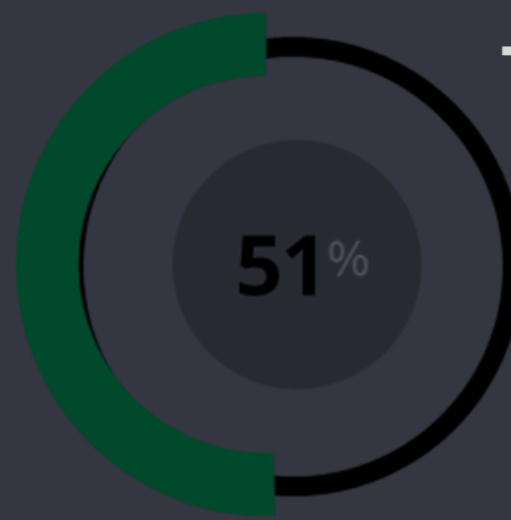


# Process

## Where to Focus



Simplifying data management



Lower-cost resourcing models



**Higher value to the business**

Top priorities over the next two years for respondents who resource compliance and reporting activities primarily in group tax to become more proactive in delivering strategic insights to the business.



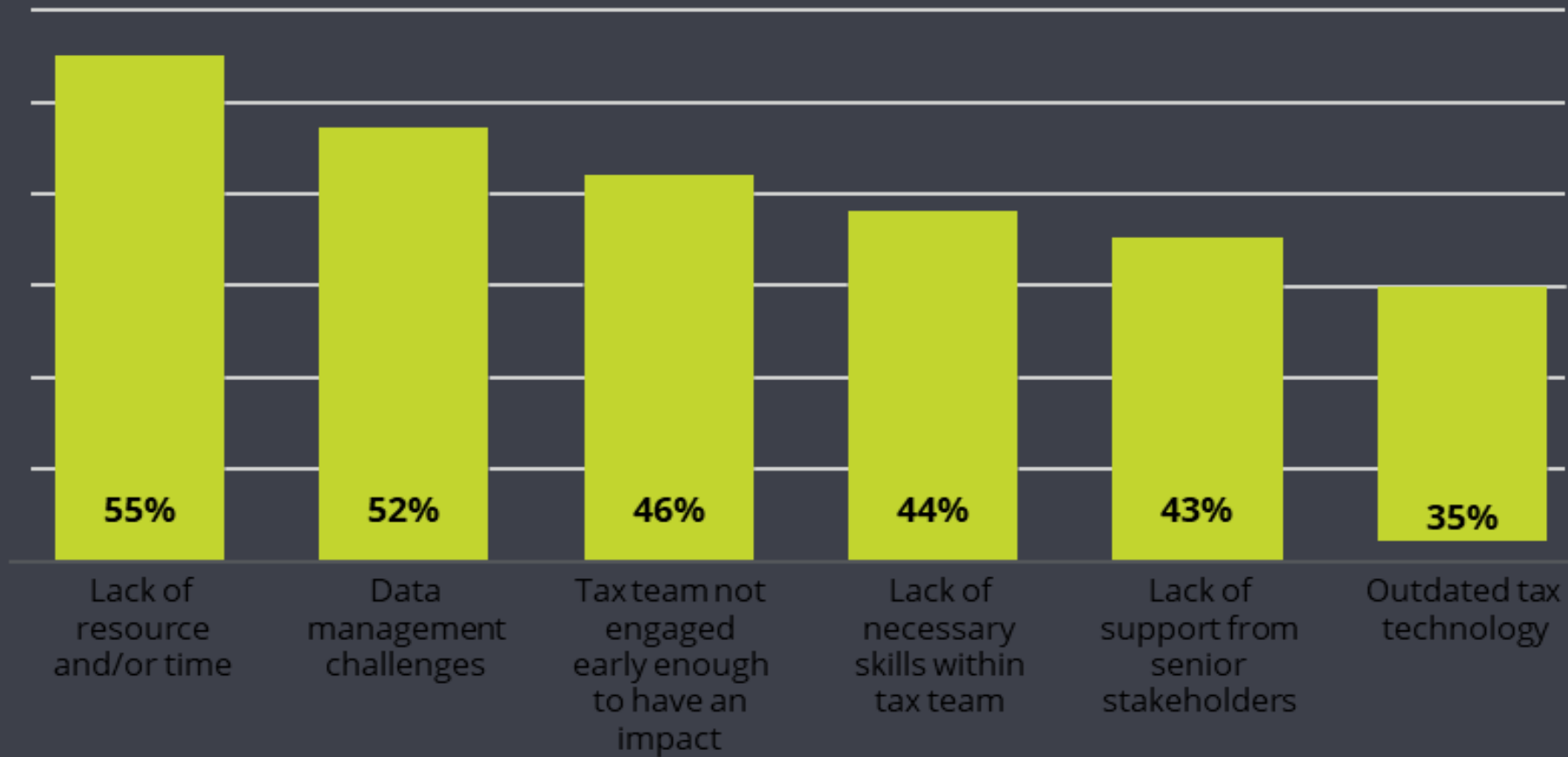
## Polling Question 2

What is your biggest tax process challenge?

1. Insufficient people
2. Constantly changing tax rules
3. Tax data quality
4. Lack of technology tools
5. Lack of budget



## Most significant barriers to delivering on Tax objectives



# Technology

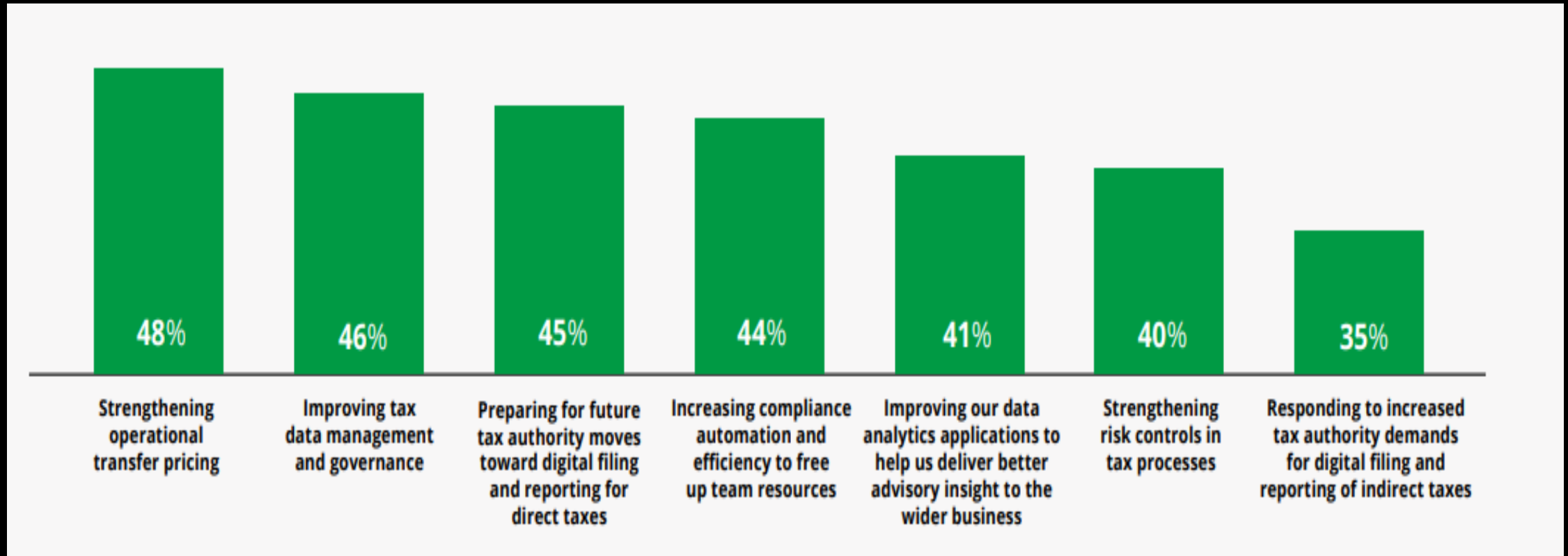
## Polling Question 3

What is your priority for tax technology?

1. Data wrangling and management
2. Financial statement preparation and support
3. Transfer pricing documentation and implementation
4. Income tax compliance
5. Indirect tax compliance and digital filings

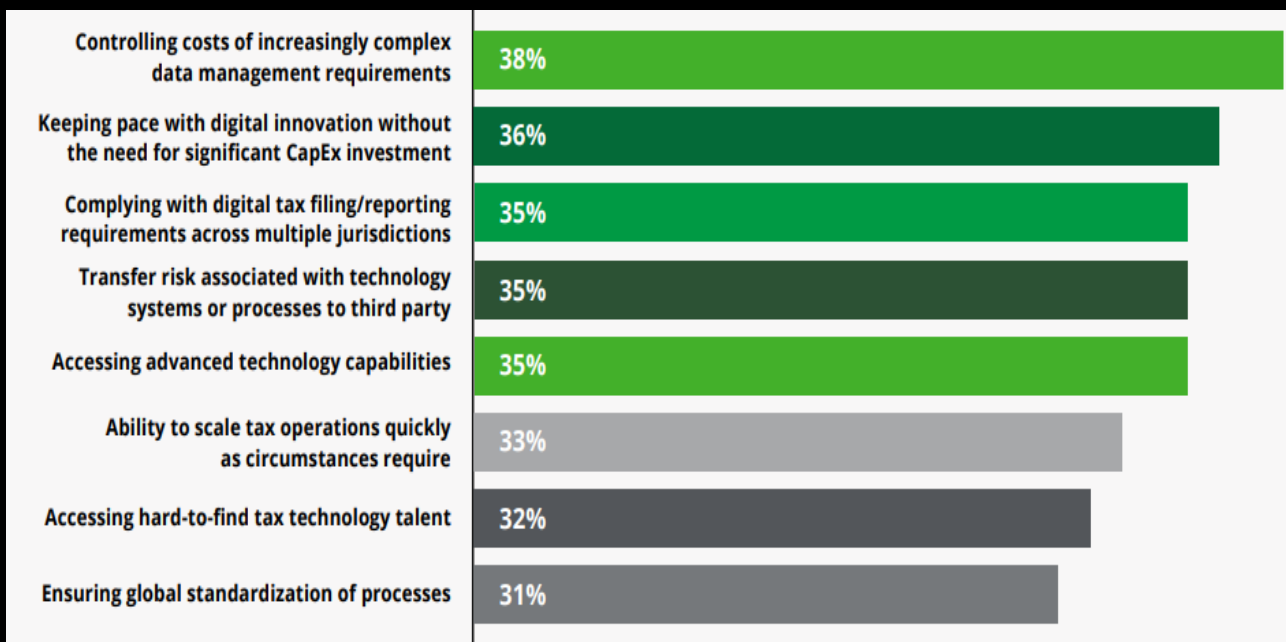


## Main drivers of Tax technology Investments

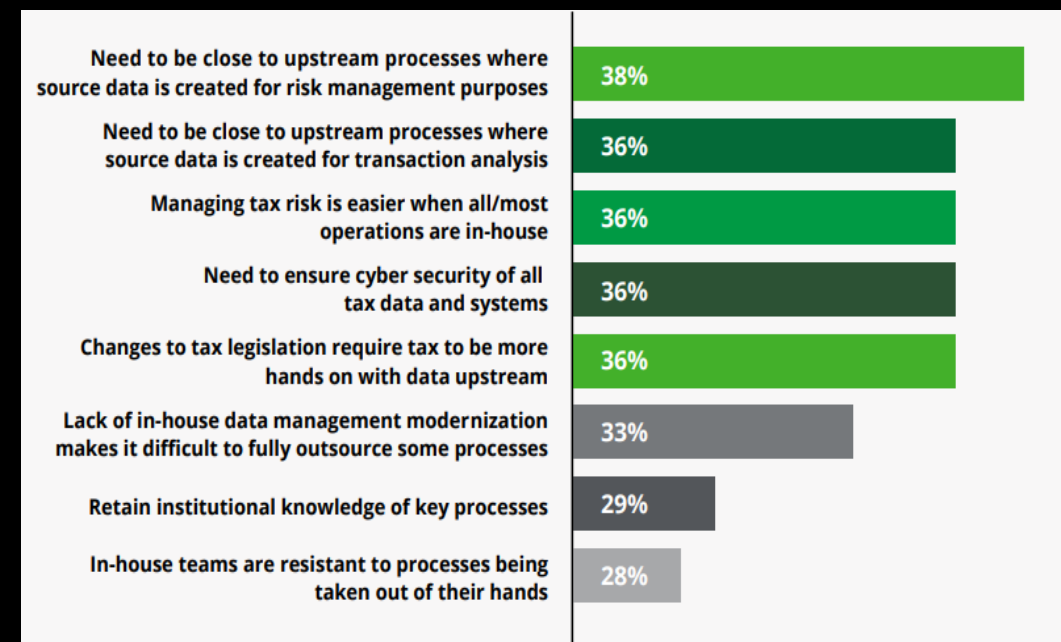


# Finding the Balance

## Benefits of technology outsourcing



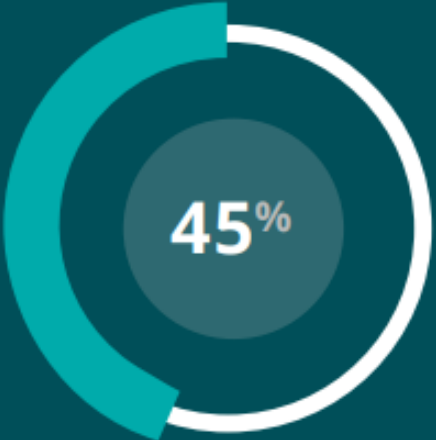
## Reasons for keeping technology and processes in house



# Talent

# What changes to Talent are Needed

Percentage of tax leaders who said **these technology skills were more important to prioritize over the next one to two years to meet the evolving needs of the business.**



Data analytics



Technology transformation



Percentage of tax leaders who said **they must upskill and diversify the makeup of their teams to meet increasing advisory demands from the business.**



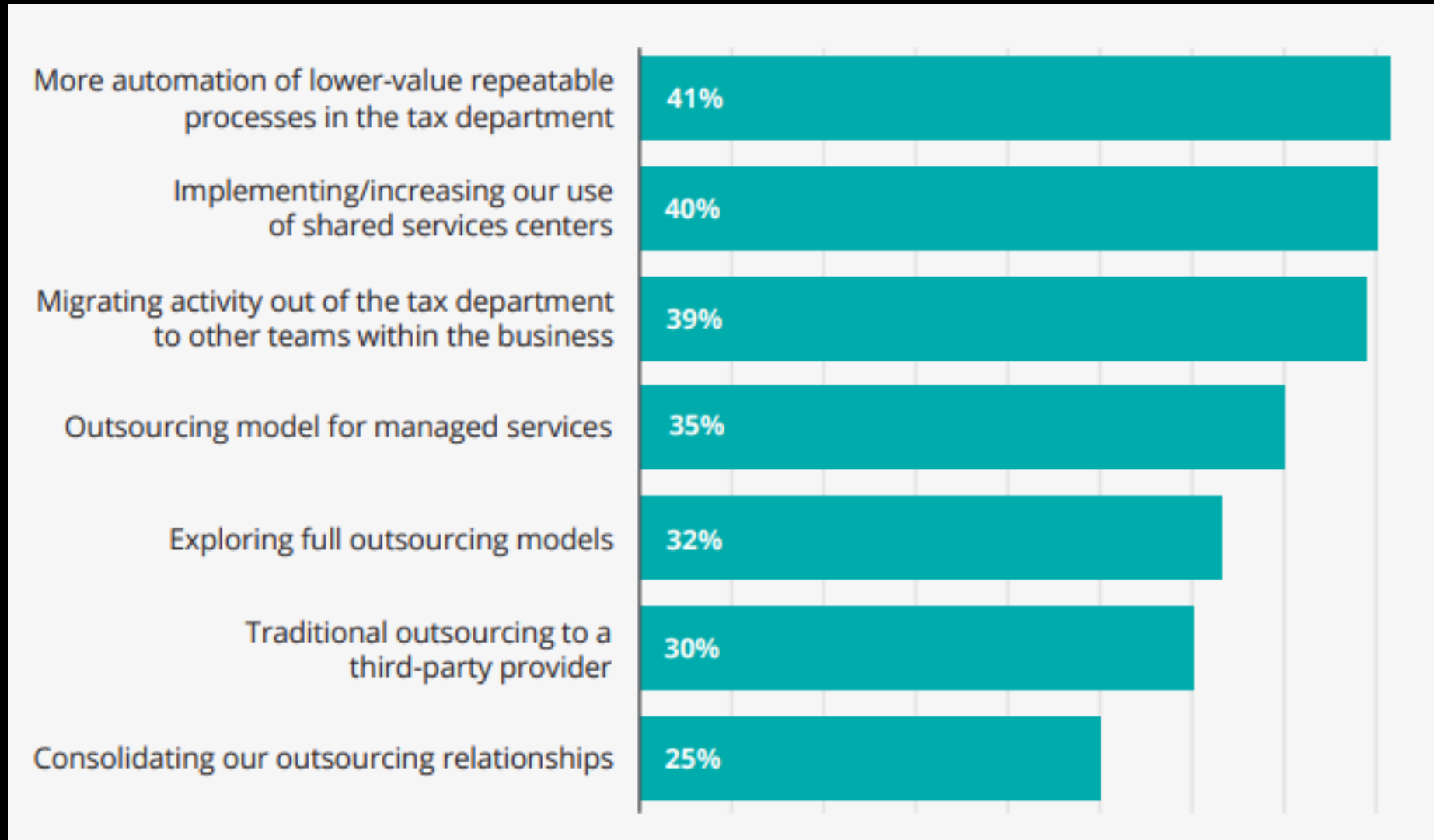
Cross-business advisory



Interfacing and education skills



## Where to prioritize in order to transform



## Polling Question 4

In light of what you have heard today, what is your immediate response to address your tax department needs around people, process, technology?

1. Seek more budget for tax technology investments or make undertake a few pilot projects
2. Revisit the insource vs outsource model
3. Undertake internal analysis on resource utilization and staff training needs
4. Do nothing as I don't foresee any challenges or opportunities





## Tax & Legal Symposium

*Navigating the new normal for tax & legal compliance management*

**Thailand's economic outlook 2023 and Deloitte Thailand ESG Survey Results**

*17 January 2023*



# Thailand's economic outlook 2023 and Deloitte Thailand ESG Survey Results

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**Narain Chutijirawong, Ph.D.**

Executive Director  
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Deloitte Thailand



**Deloitte.**



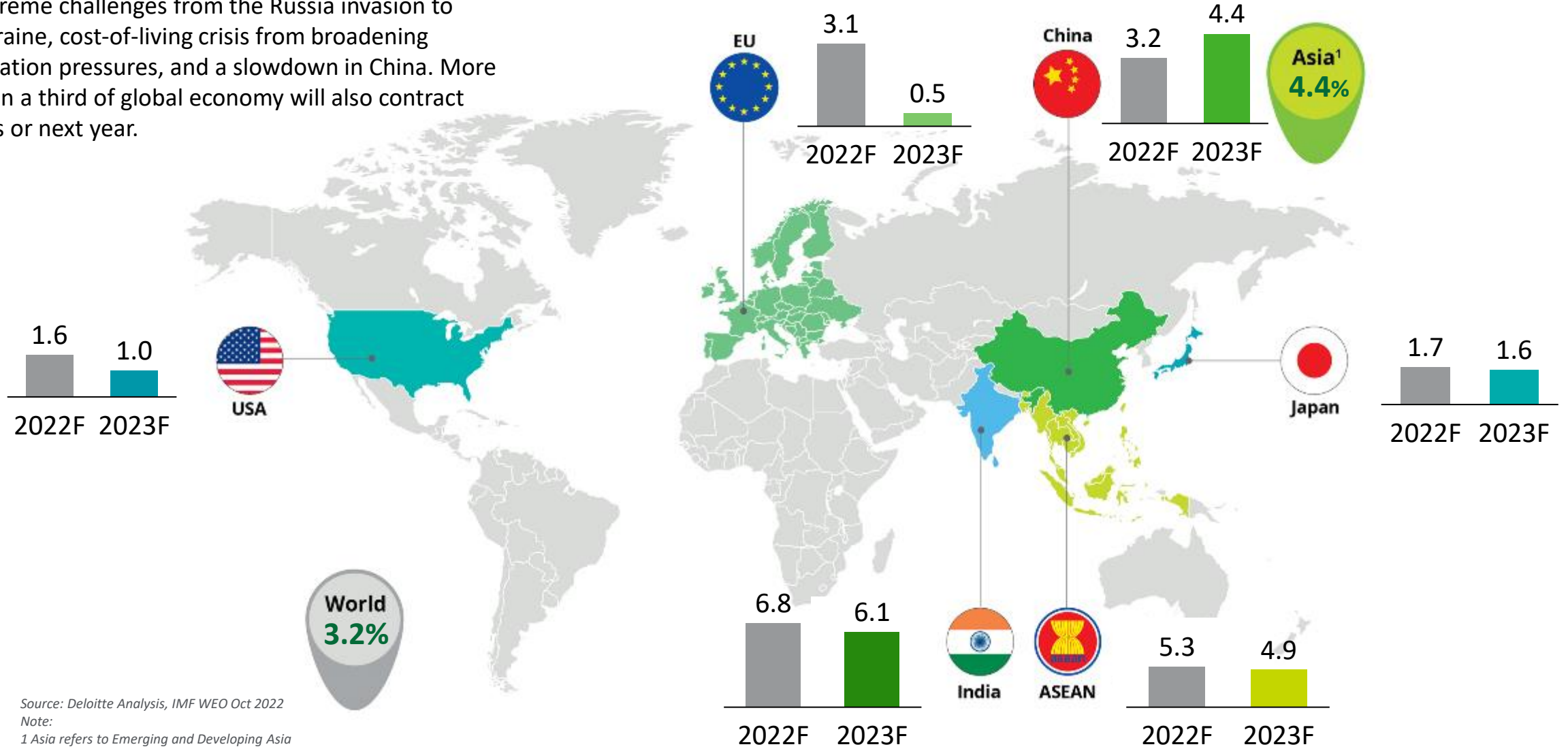
**Economic Outlook Report**  
**2023**



An aerial photograph of Rio de Janeiro, Brazil, taken during sunset. The sky is a vibrant mix of orange, red, and purple. The city's lights are beginning to glow, reflecting on the water of the bay. The prominent peak of Sugarloaf Mountain (Pão de Açúcar) is silhouetted against the bright sky. The text "Global Economy 2023" is overlaid in the upper left quadrant in a white, bold, sans-serif font.

# Global Economy 2023

The 2022 Global economy continues to face extreme challenges from the Russia invasion to Ukraine, cost-of-living crisis from broadening inflation pressures, and a slowdown in China. More than a third of global economy will also contract this or next year.



Source: Deloitte Analysis, IMF WEO Oct 2022

Note:

1 Asia refers to Emerging and Developing Asia

2 ASEAN refers to ASEAN-5; Indonesia, Malaysia, Philippines, Thailand, Vietnam

# Key Takeaway and Watchlist in 2023



## US

### Key Takeaway

- + Recovering job market
- Surge in inflation (7.1% in November 22)
- Soaring housing prices despite weakness in housing market
- Fed aggressively raised 0.75% of interest rate in November.

### Watchlist

-  Fed potentially to raise more interest rate in 2023, and reducing asset holdings on its \$9 trillion balance sheet
-  Bond yield movement and recession watchlist





## EU

### Key Takeaway

- + The ECB raised its benchmark interest rate
- Growing economy, at a slower pace
- Surge in inflation rate (9.2% (forecasted) for Dec 22)
- Sharp rise in food and energy prices
- Weak euro and its fall below parity versus dollar in September

### Watchlist

-  ECB to further raise interest rate
-  Impact from Russia's Ukraine invasion, and potential limiting imports of oil from Russia, and that Russia cut off gas to Europe





## JAPAN

### Key Takeaway

- + Recovering tourism sector
- Inflation hit a 40-year high (3.7% in November 22)
- The sharp decline in the value of the yen
- Rising material costs

### Watchlist

-  Potential maintaining ultra-accommodative policy stance
-  US\$200 billion energy subsidies to quell inflation and support households




## CHINA

### Key Takeaway

- + Increased investment in infrastructure
- Easing Covid lockdown
- Deceleration of inflation
- Local government revenue from the sale of land usage has fallen sharply
- Continuing weakness in the property and construction sectors

### Watchlist

-  On-going China-US and China-Taiwan tensions, Russia-China relations
-  Consequences of ending Zero-Covid policy and China's reopening boarder

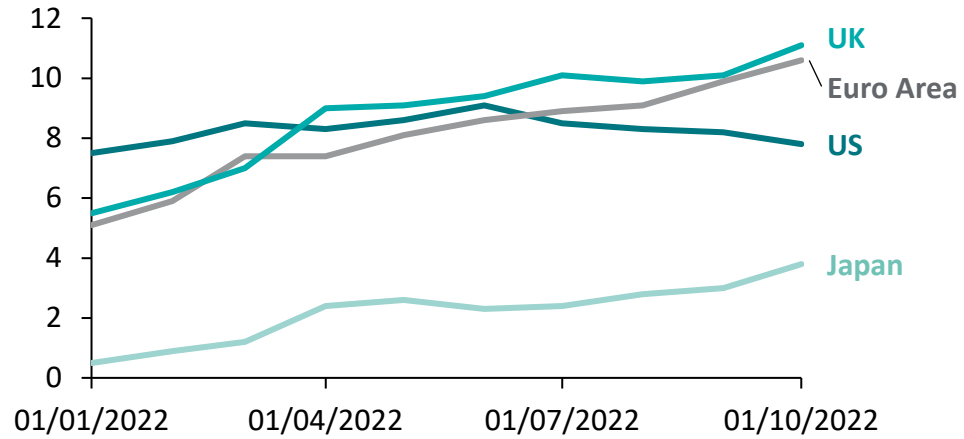
Source: Deloitte Analysis, CNBC, CNN, Reuters, ECB, Japantimes



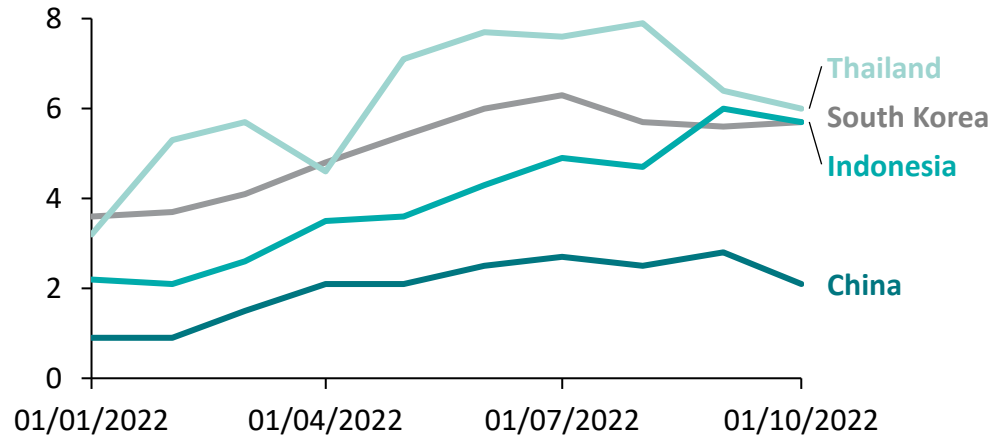
Inflation surged in several areas, and the rising interest rates are aimed to stifle the inflation.

## Inflation Rate

### Developed countries

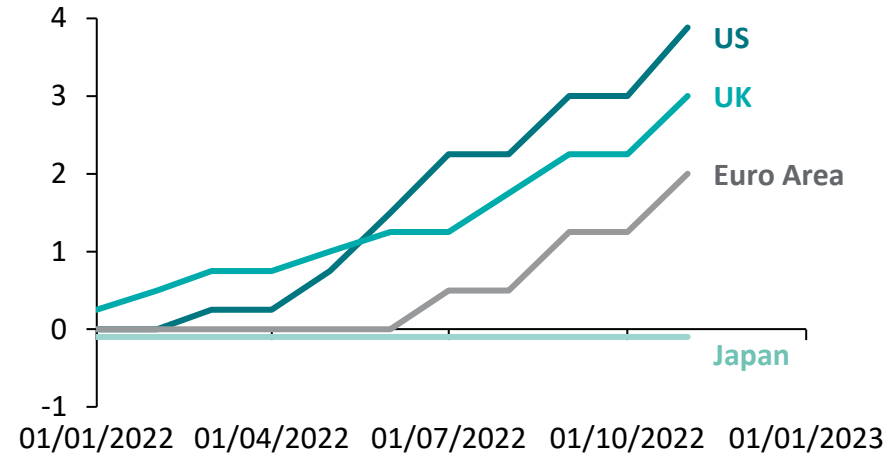


### Developing countries & Emerging markets

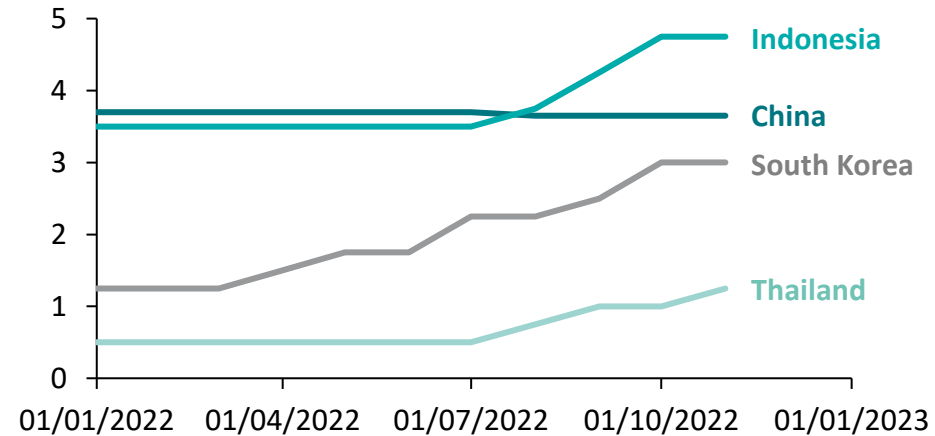


## Policy Rate

### Developed countries



### Developing countries & Emerging markets

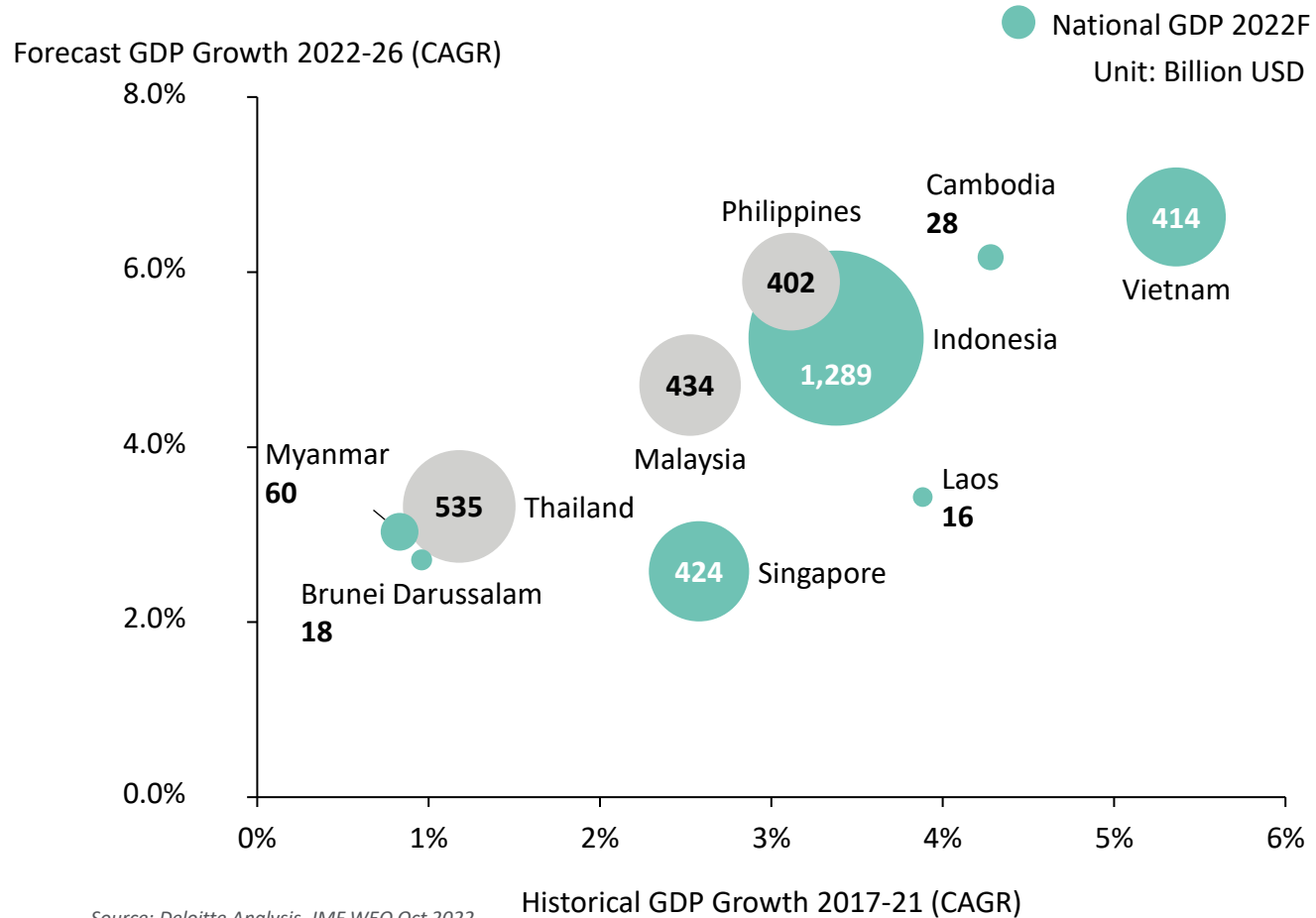


Source: Deloitte Analysis, NESDC

# COVID-19 has diverse impact on economic growth on SEA countries

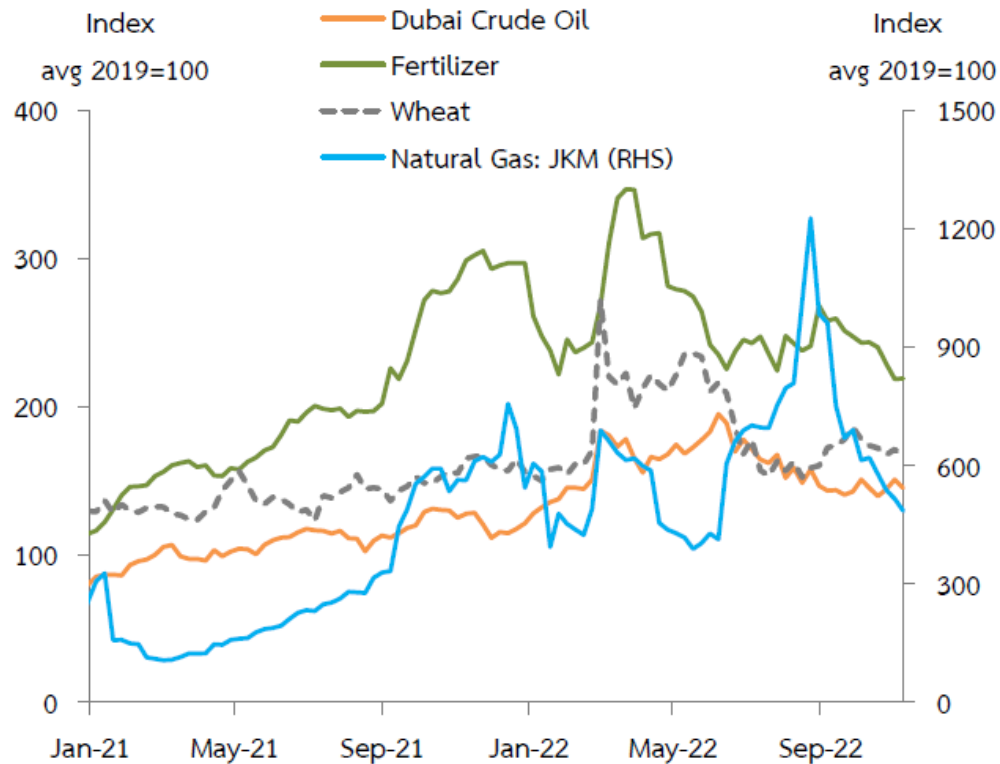
After region-wide economic growth stagnation in 2020, most SEA countries have recovered well in 2021-22 with positive expectations of further growth in 2023.

## GDP growth rate 2017-2026 and GDP size 2022F by country



Supply shocks saw likely to ease, while cost pass-through will be limited in the next period.

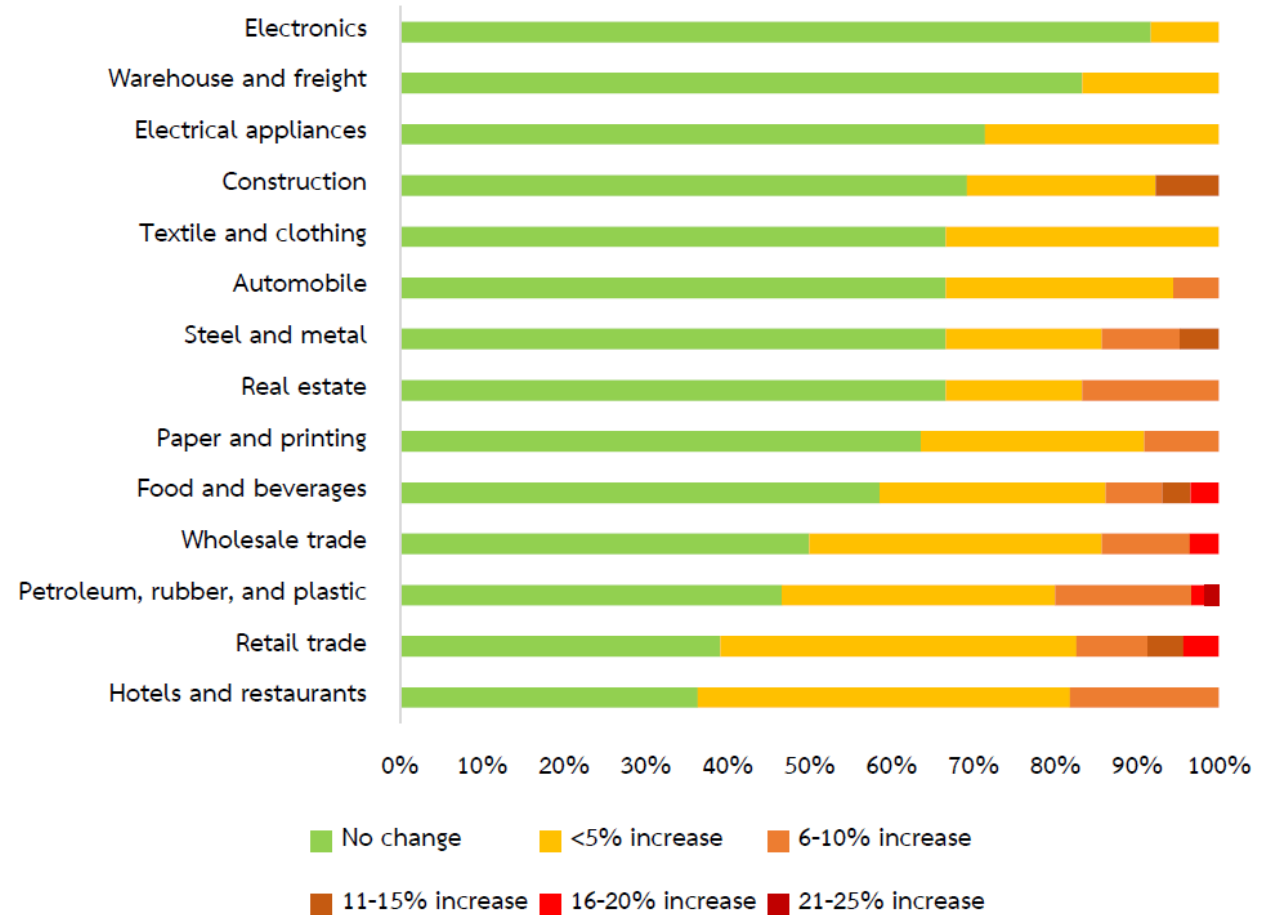
### Commodity Prices Index



Source: Bloomberg (data as of 4 Nov 22)

Source: Deloitte Analysis, Bank of Thailand

### Expected price increases due to rising costs in the next 3 months



Source: Business Liaison Program surveys conducted between 1-25 August 2022 with 421 responses consisting of large businesses and SMEs

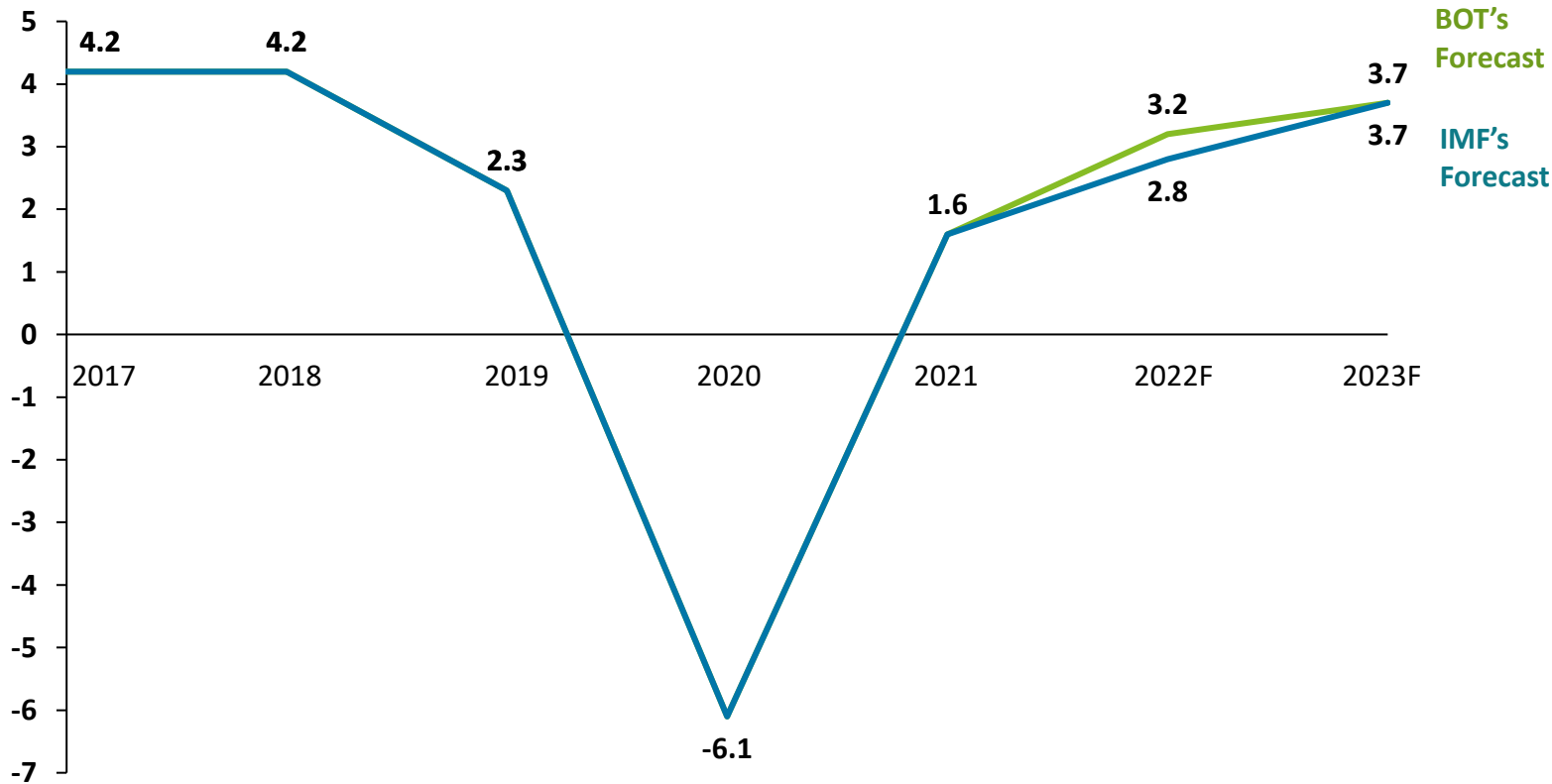
# Thai Economy 2023



# Thailand Economic Outlook

Recovering domestic demand and rising tourist arrival would mainly contribute to Thai economic expansion.

## Real GDP Growth (%YoY)



Source: Deloitte Analysis, Bank of Thailand, IMF WEO Oct 2022

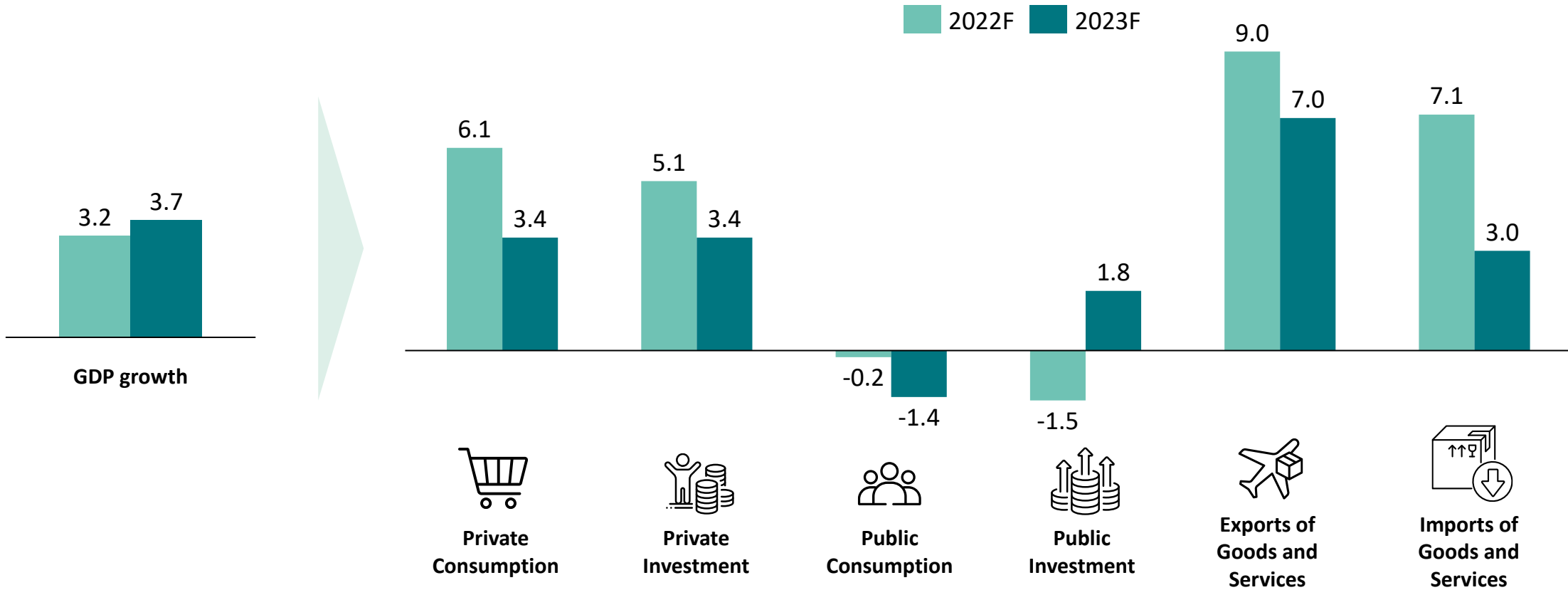


### Key Factors to be Monitored

- +** Rising tourist arrivals from reopening country and easing Covid-19 measures
- Recovering investment which might be better than expected
- Surge in inflation and rising interest rate
- Impact from Russia-Ukraine war
- Several regions' central banks' interest rate increase
- Slow growth among other regions
- Slow recovery of global supply disruption

# Thailand Economic Outlook

Thai economy is forecasted a recovery mainly owing to increasing tourism activities and private consumption. However, under Thai economy's uncertainty, inflation pressure, and the spillover effects from Russia-Ukraine war are crucial factors for economic recovery.



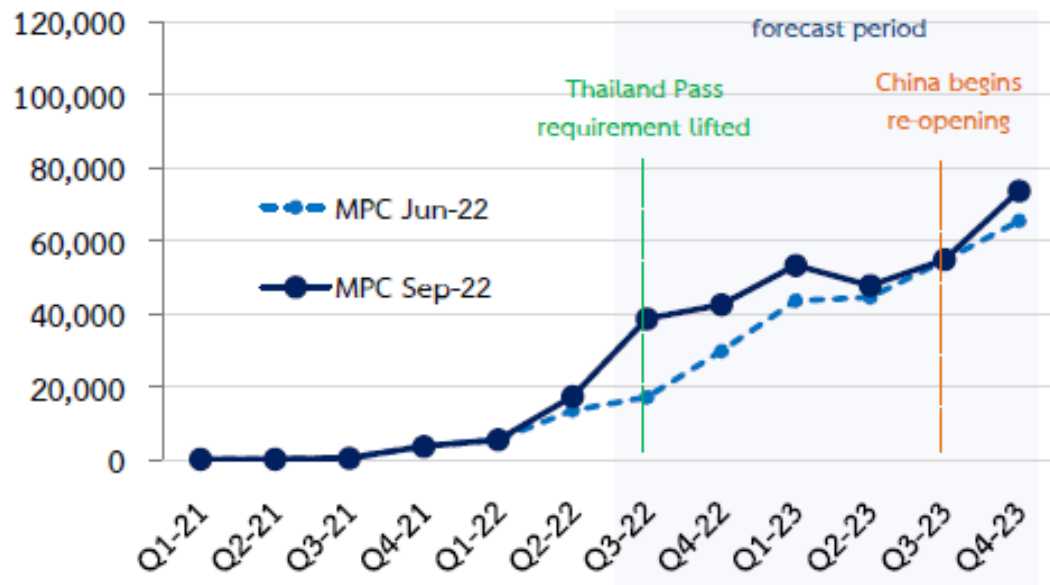
Source: Deloitte Analysis, Bank of Thailand

# Tourism, Thailand's key engine for economic growth since pre-Covid, is recovering from more relaxed measurements and reopening of the border.

As of December 2022, Thailand has already exceeded 11 million of foreign tourists.

## Foreign tourist arrivals

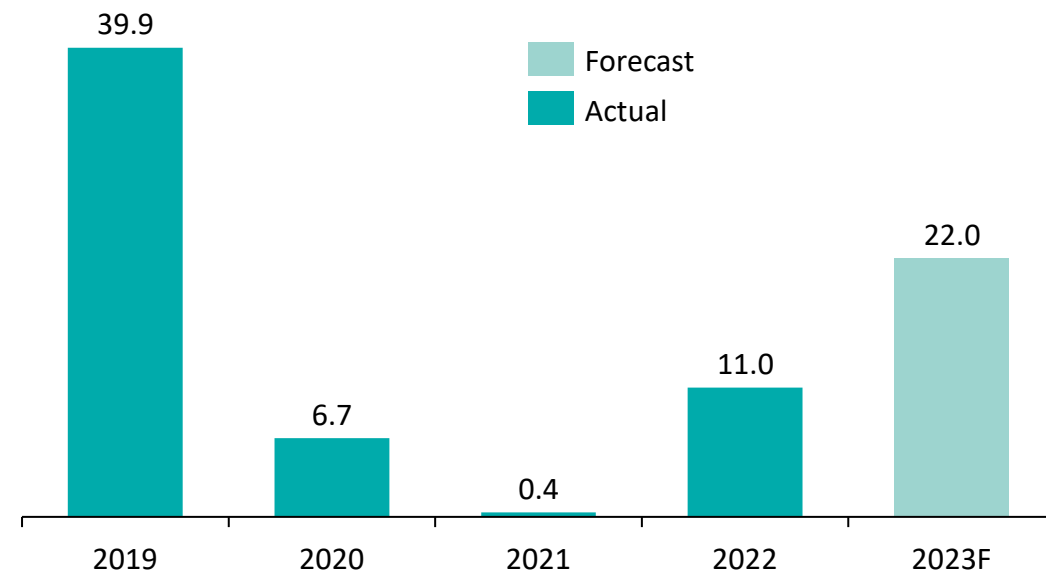
Unit: Persons (daily avg)



Source: Deloitte Analysis, Bank of Thailand, NESDC, SCB EIC, Bangkok BizNewsc, MOTs

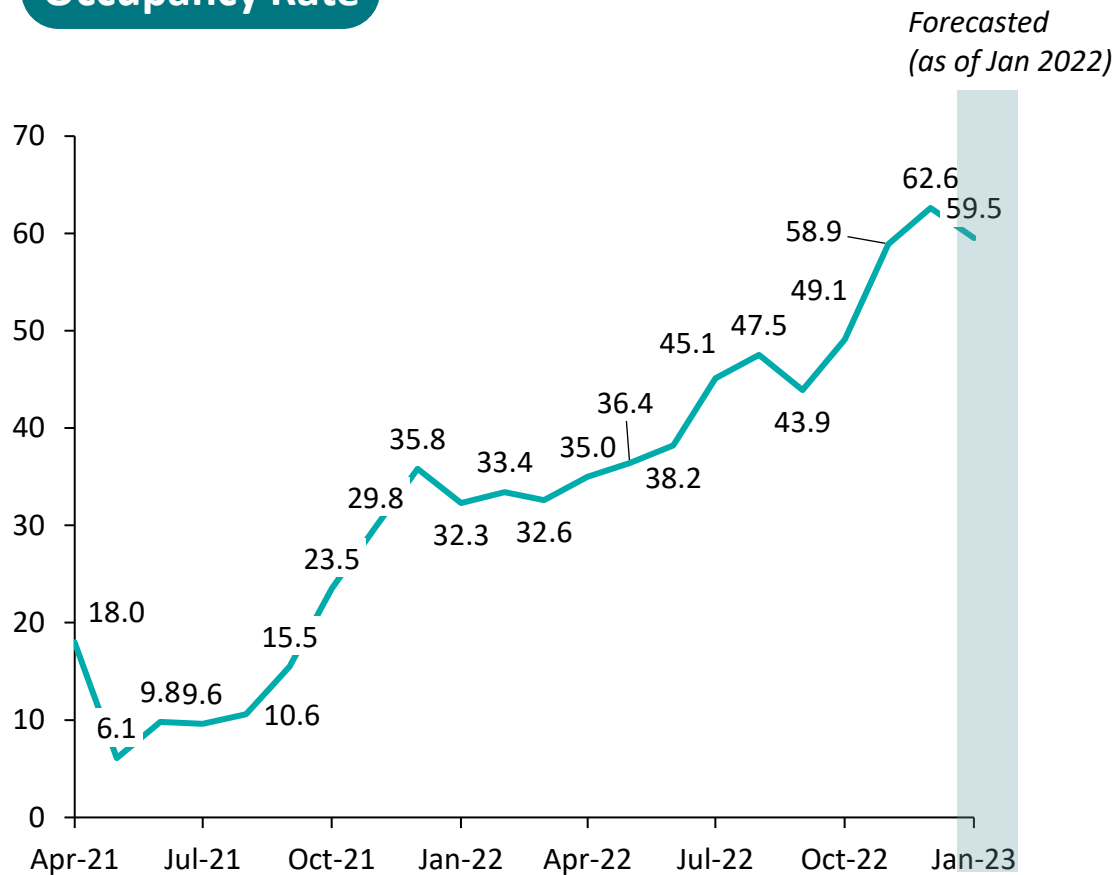
## Foreign tourist arrivals Forecast

Unit: Million



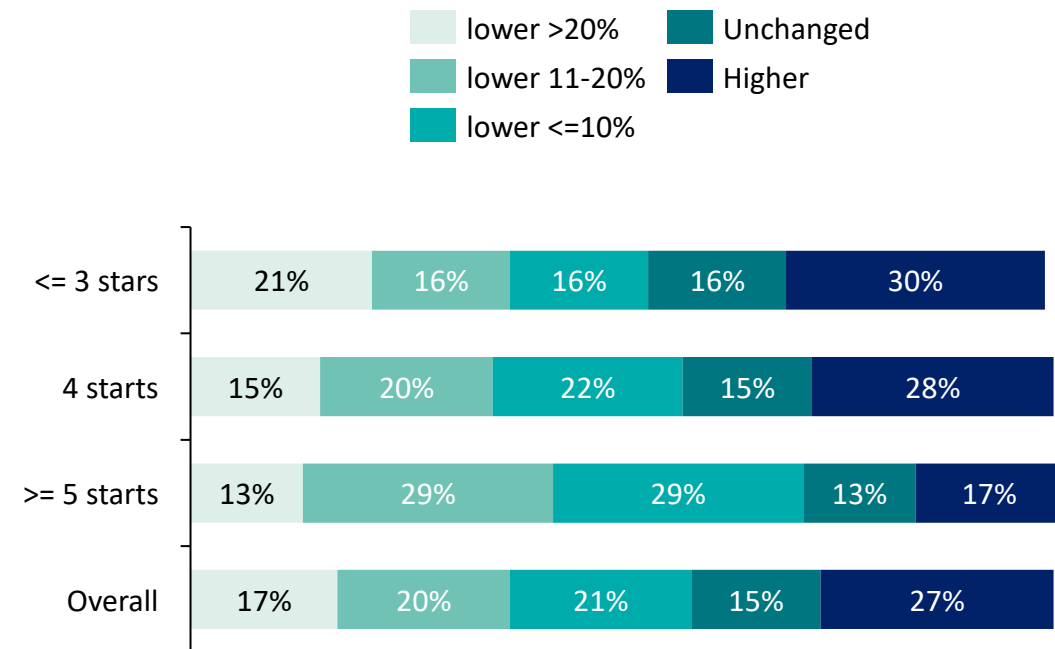
**Occupancy rate** saw increasing in December in response to entering high season and increasing foreign tourists. However, Thai tourists have decreased in November 2022 from terminated 'We travel together phase 4' scheme, more Thai people travelling abroad, and the rise of cost-of-living.

### Occupancy Rate



Source: Deloitte Analysis, Bank of Thailand

### Hotels' Month-on-Month (Nov22) Portions of Thai tourists

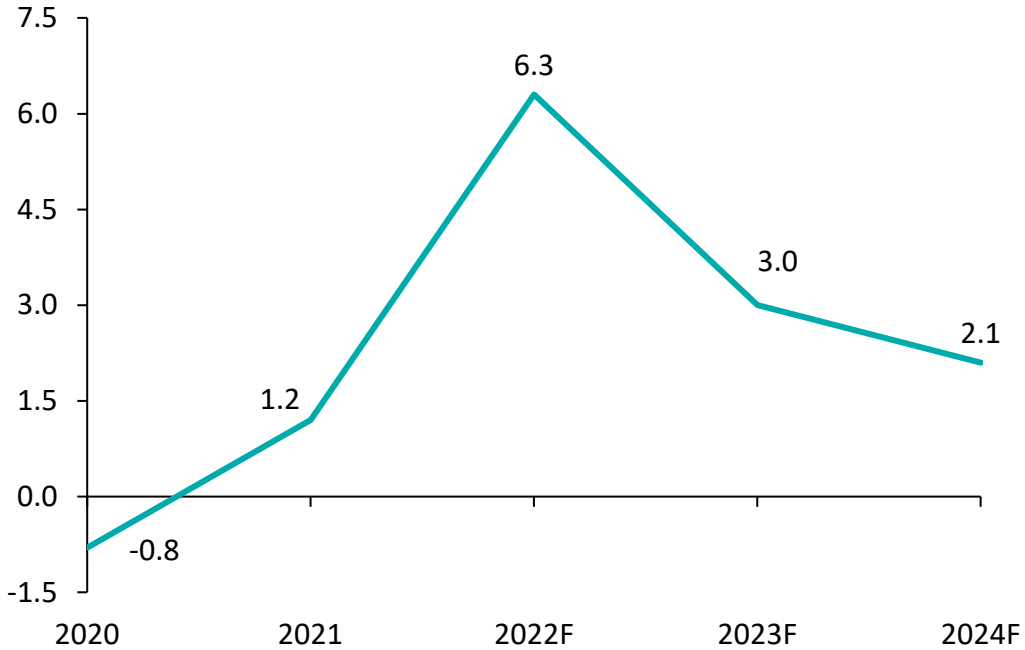




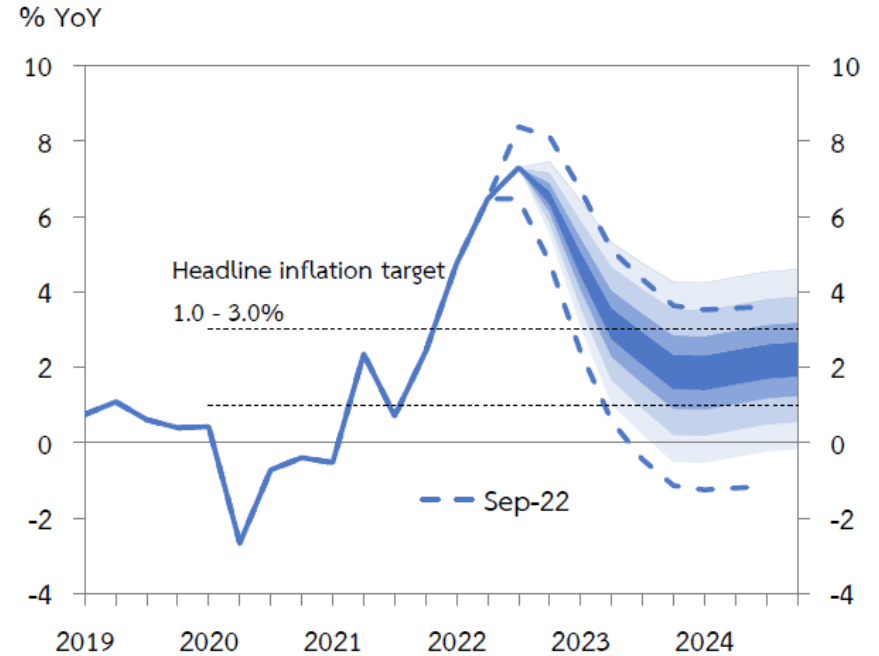
# Inflation situation Thailand saw decelerating.

Headline inflation peaked at 7.9% in August and will be higher than previously projected for 2023 but will still return to target by the end of the year.

## Headline Inflation (%)



## Headline Inflation forecast (%)



**Inflation in December 22 = 5.89%**

Contributed by

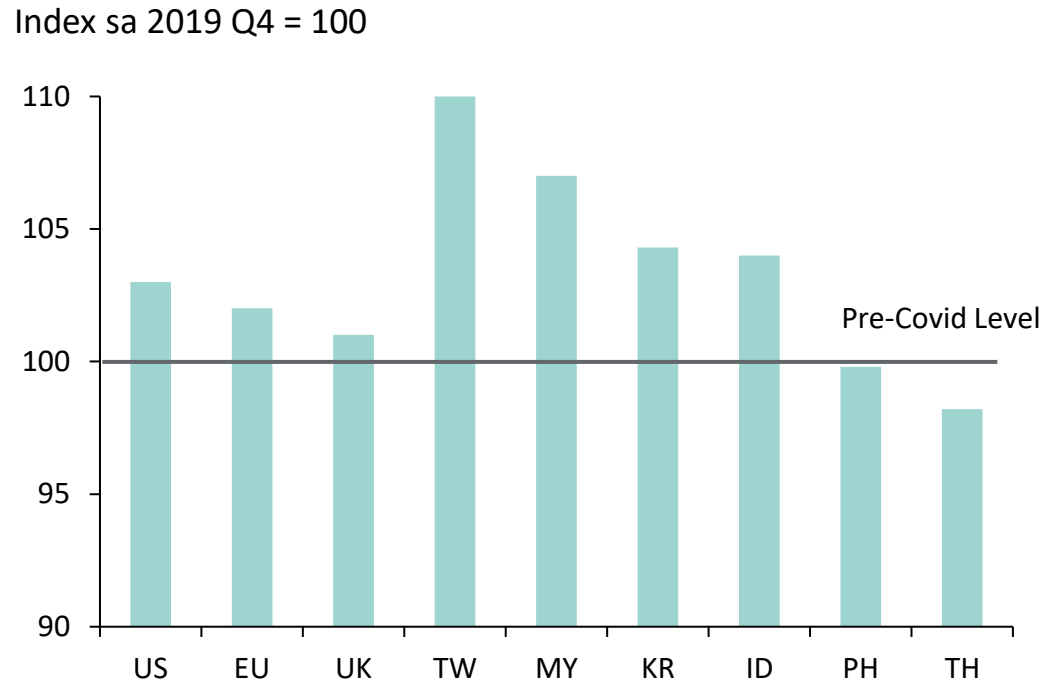
- High energy and food prices
- Low base of the last year's rate



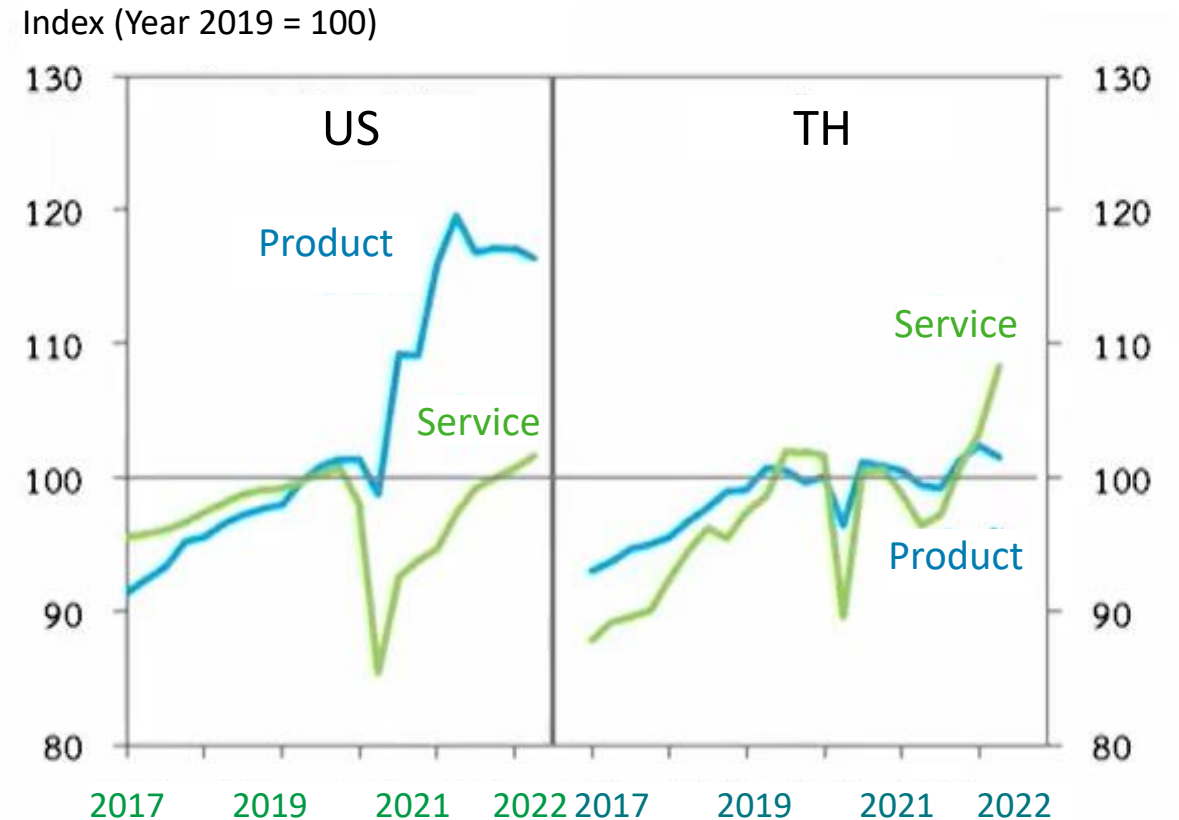
Source: Deloitte Analysis, Bank of Thailand

Inflation pressure in Thailand is limited from recovering economy and lower consumer price index level, compared to the US.

### Current GDP Level (2Q2022)



### Private's Consumer Price Index by Product & Service

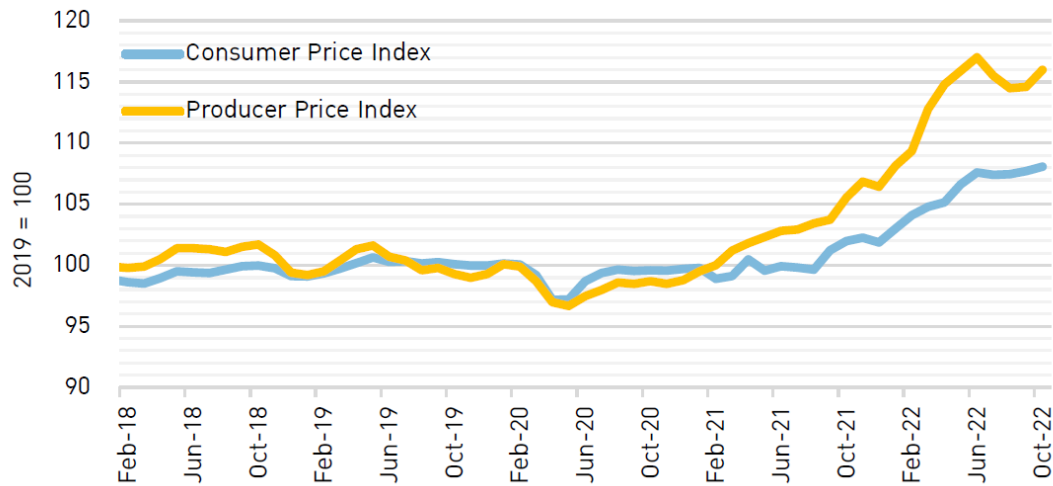


Source: Deloitte Analysis, Bank of Thailand, CEIC, NESDC, US Bureau of Economic Analysis

## Prices would remain high.

Rise in producer costs, from production costs and 5% minimum wage increase, are starting to be partially passed on to consumers

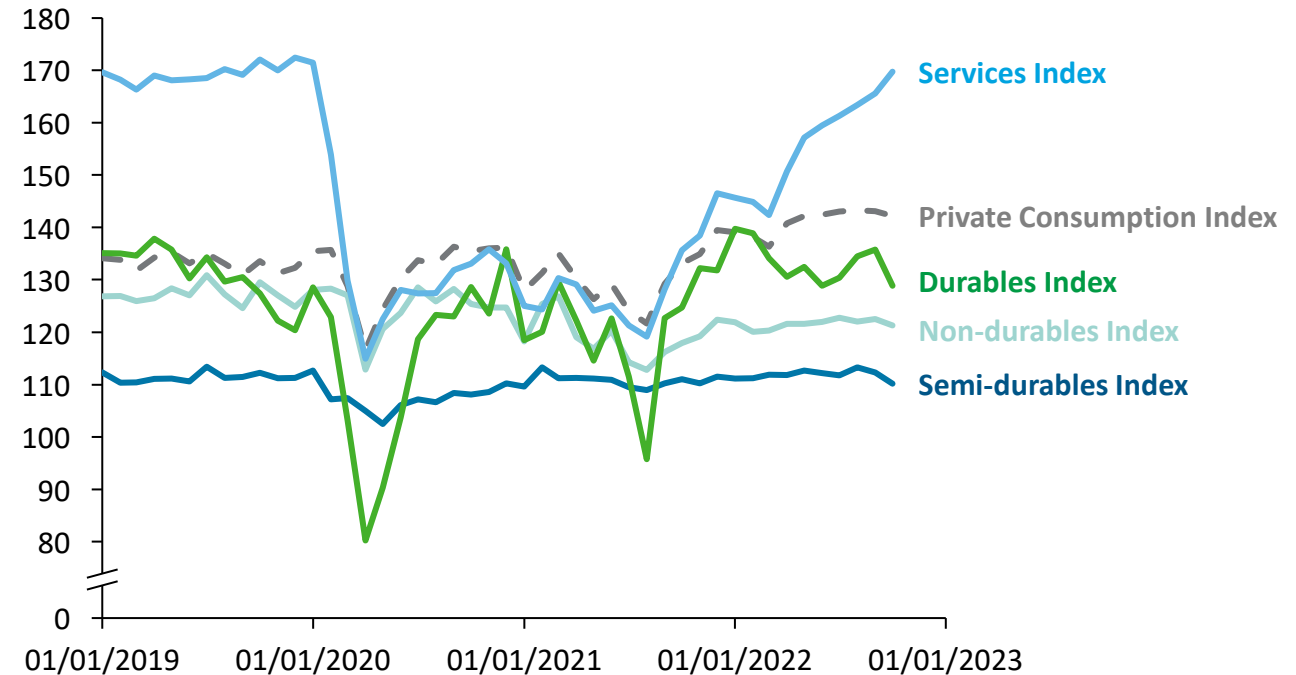
### Producer and Consumer Price Indices



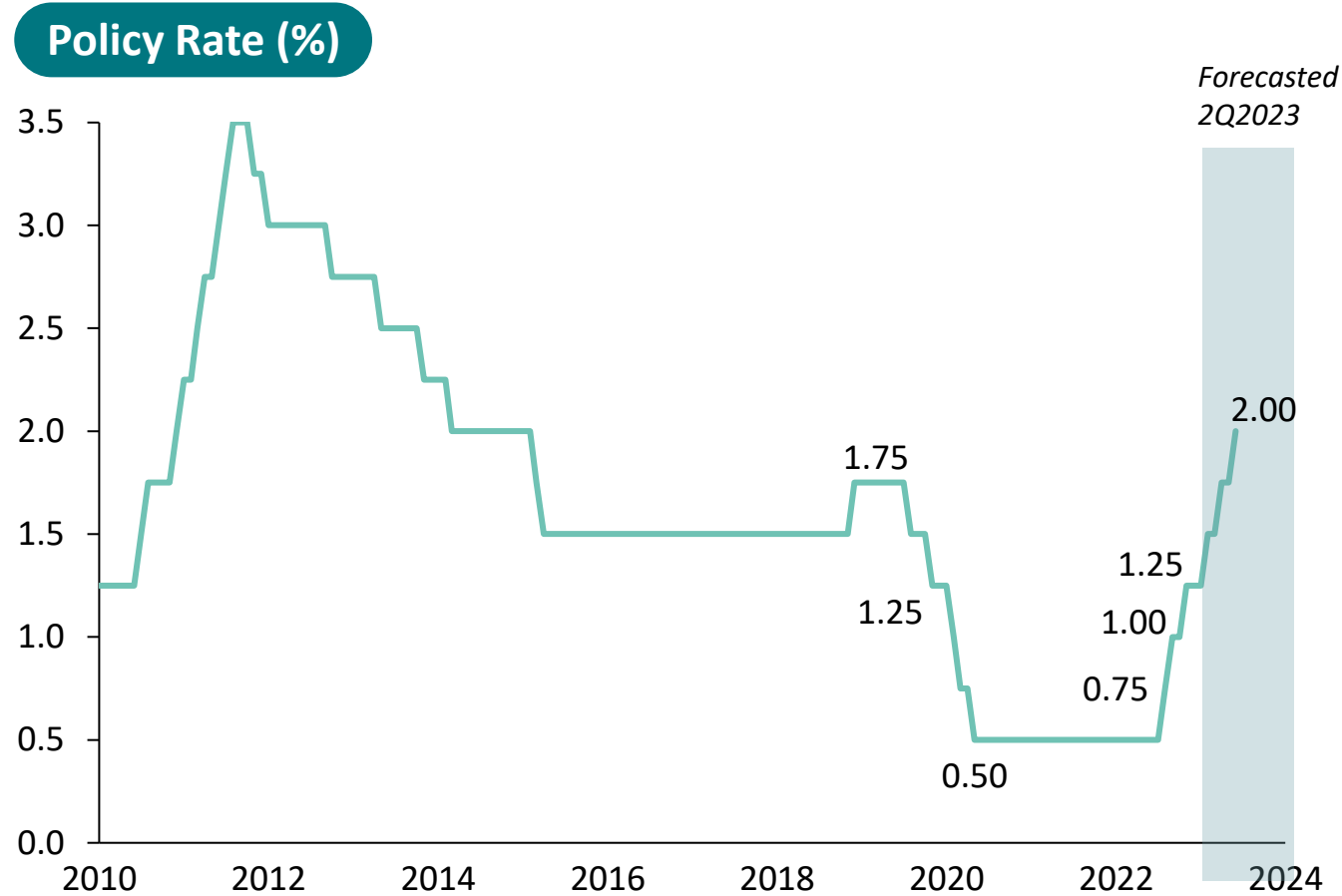
Source: TDRI

Source: Deloitte Analysis, TDRI, Bank of Thailand

### Private Consumption Index (Seasonally Adjusted)



The Monetary Policy Committee (MPC) unanimously voted to **raise the policy rate** by 0.25 percentage point, from 1.00 to 1.25 percent.



Source: Deloitte Analysis, Bank of Thailand's Monetary Policy Committee's Decision 6/2022, SCB EIC

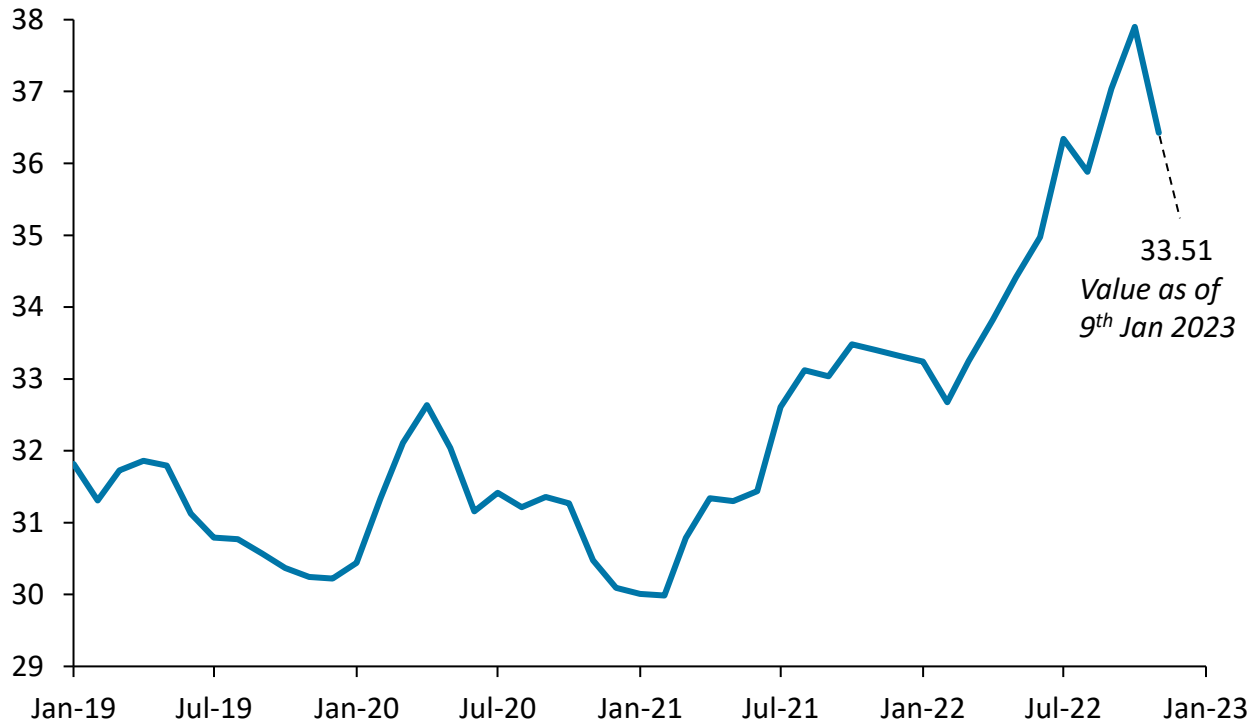
The Committee viewed that a gradual policy normalization remains an appropriate course for monetary policy given the growth and inflation outlook.

The Committee also judges that the Thai economic recovery will be on track, albeit with risks to inflation. The policy rate should be normalized to the level that is consistent with sustainable growth in the long term in a gradual and measured manner.



Thai baht appreciated in response to Federal Reserve chairman's statement that interest rate increase could slow down.

**Exchange Rate (Unit: THB/USD)**



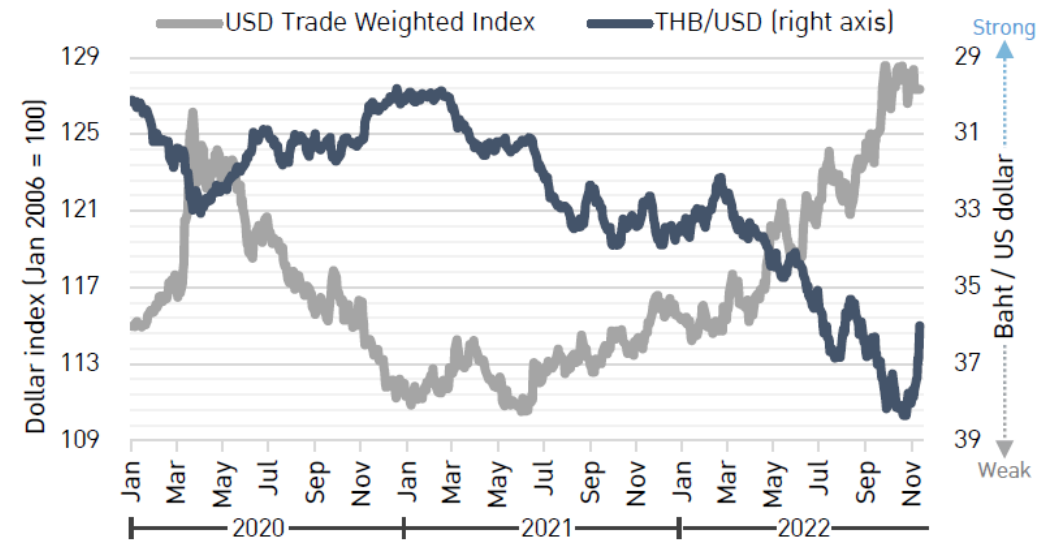
Source: Deloitte Analysis, Bank of Thailand, TDRI

**Currency Movements**

2022F = 35.36 /USD

2023F = 36.87 /USD

**Dollar index & Thai baht**



Source: TDRI

**Factors influencing Thai baht**

**Appreciation**

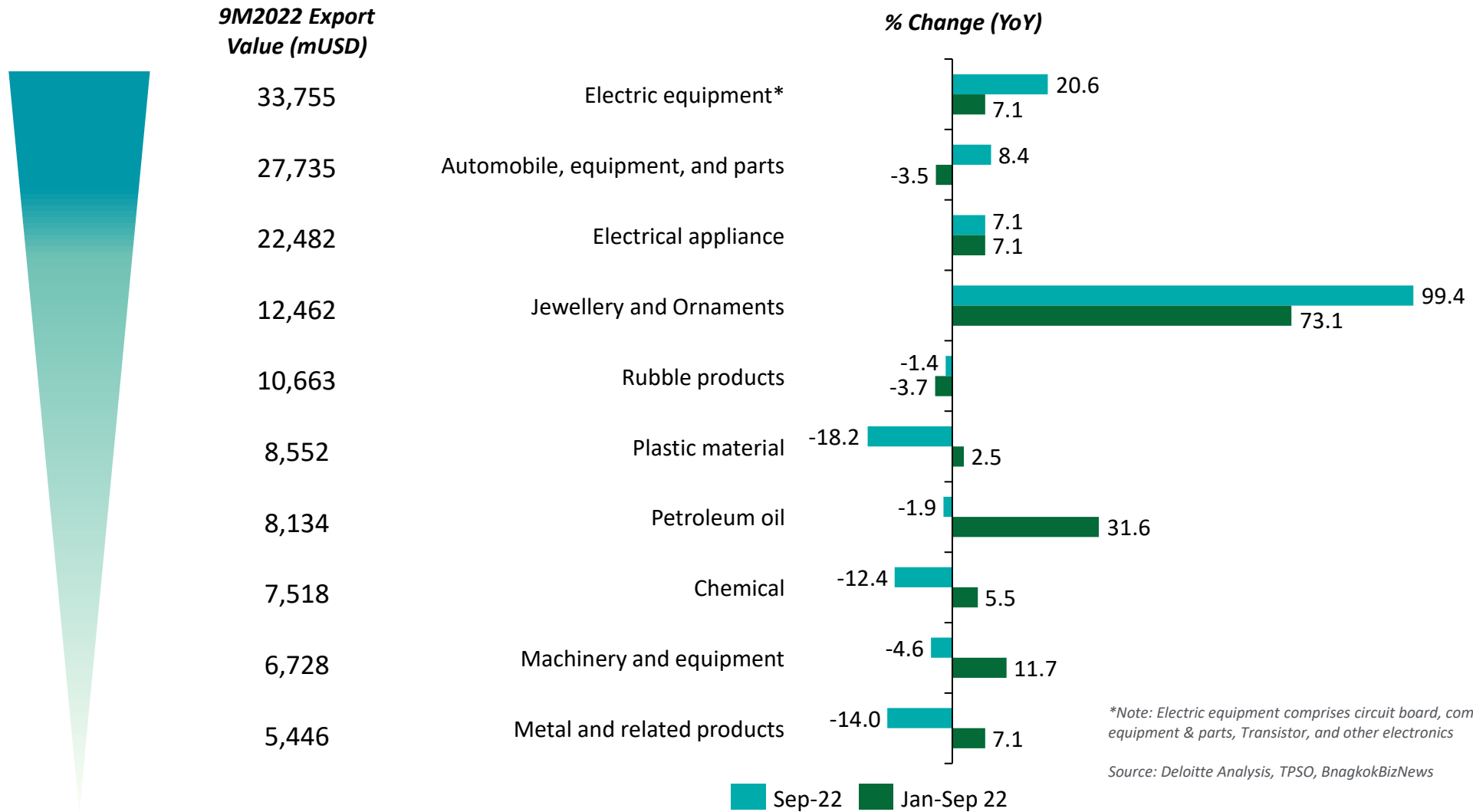
- Expected recovery from tourism
- Foreign demand for Thai stocks

**Depreciation**

- FED's more increases in interest rate in 2023
- Impact from Russia's invasion to Ukraine

# 10 Key Industrial Exports for 9M2022

For Automobile & their equipment and parts, although they contracted 3.5% for the value since the beginning of 2022, these saw improving in September with the growth of 8.4% YoY due to improved semiconductor situation.



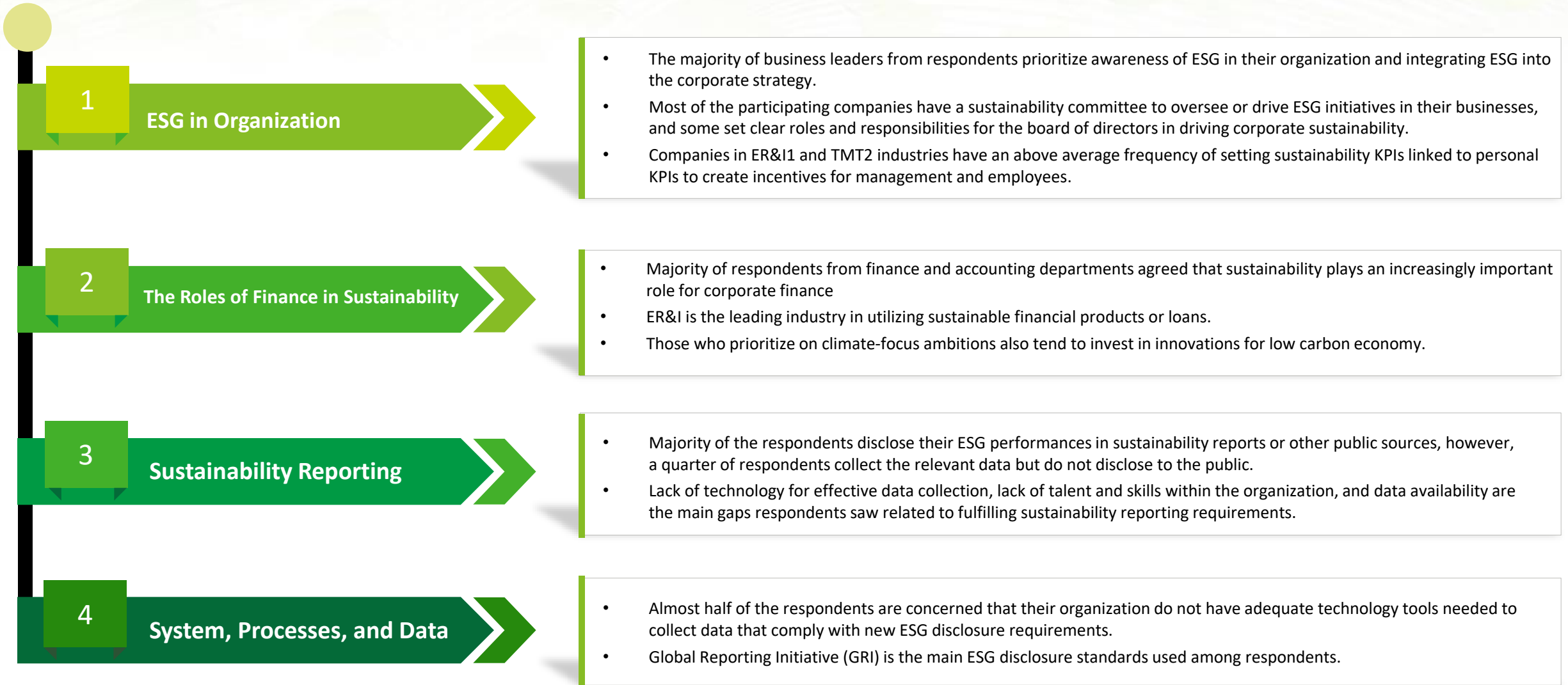
\*Note: Electric equipment comprises circuit board, computer and equipment & parts, Transistor, and other electronics

Source: Deloitte Analysis, TPSO, BnagkokBizNews



## Thailand ESG and Sustainability Survey Report 2022

# Key Findings



Note:

<sup>1</sup>ER&I stands for Energy, Resource & Industrial

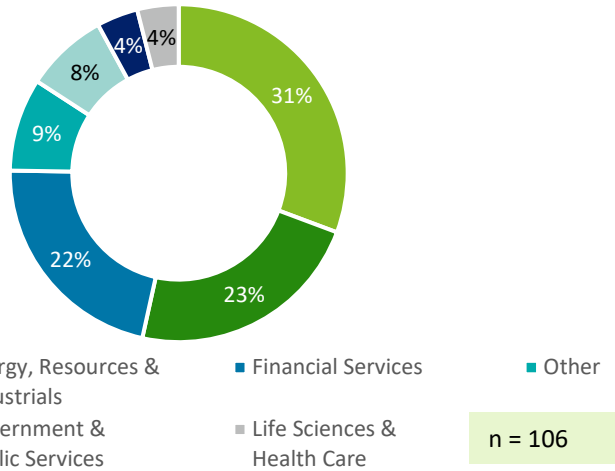
<sup>2</sup>TMT stands for Technology, Media & Communications



# Survey Respondents Profile

Majority of the respondents came from Consumer Product industry, followed by Energy, Resources & Industrials. 31% of respondents work in Finance or Accounting roles.

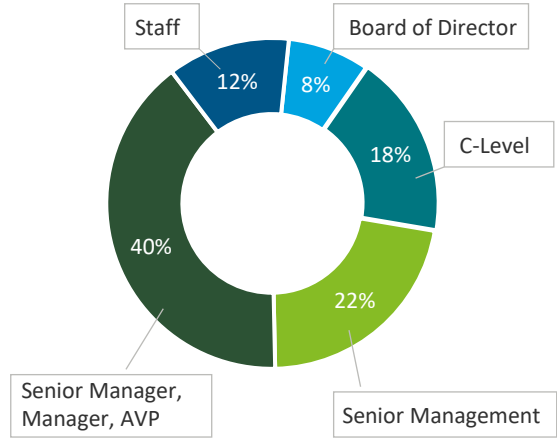
## Industry



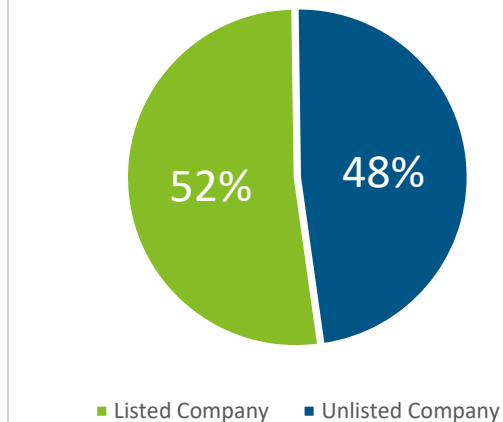
## Role in the organization



## Position



## Listed or Unlisted Company



# ESG in Organization



## Most of the leaders prioritize on Awareness of ESG in the organization and Integrating ESG into corporate strategy.

However, only Board of Directors seem to be focusing on Social Metrics whereas Senior Management prioritize Getting recognized by sustainability indexes. C-Level tend to place spotlight on ESG reporting being in line with 56-1 One Report requirements, which could be driven by the announcement to consolidate 56-1 and 56-2 forms into Form 56-1 One Report, improving disclosure efficiency by presenting how businesses are operating under ESG.

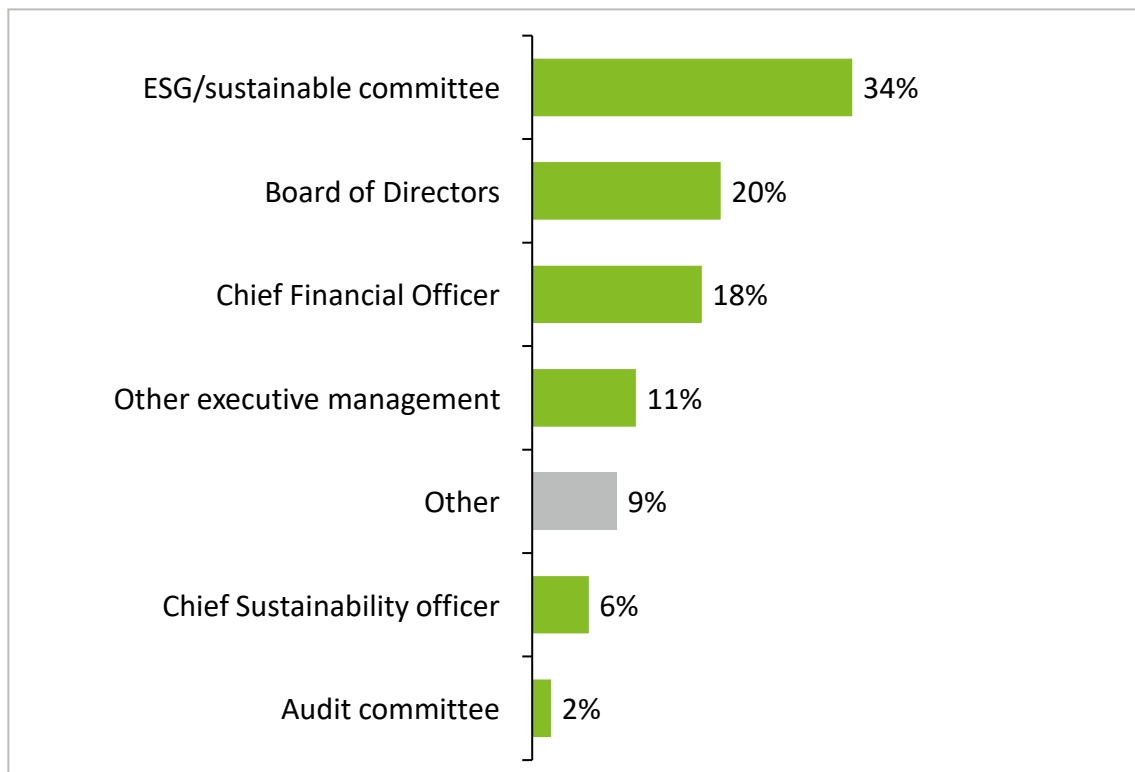
### Q: What is your organization's ESG priority / immediate ambition? (Multiple answers)

Ranks of ESG priority or immediate ambition by top managements	Board of Director (President, Chairman, Managing Directors, Partner, Board of Director member)	C-Level (CEO, CFO, COO, CSO, CIO, CTO, CDO, etc.)	Senior Management (SEVP, EVP, VP, Head of, Executive Director, Director)
Awareness of ESG in the organization	1	1	1
Integrating ESG into corporate strategy	2	2	1
Governance metrics (e.g., anti-corruption, tax, policy influence)	2	3	5
Climate-focus ambitions (e.g., committing to Net-Zero, climate risks integration)	2	5	3
Social metrics (e.g., human capital development, human right, stakeholder engagement)	2	6	7
ESG reporting in line with 56-1 One report	6	3	5
Issuing Sustainability Report in line with international standard (e.g., GRI, SASB)	6	6	8
Issuing green finance products (green bonds, sustainability-linked bonds/loans, etc.)	8	8	9
Get recognized by sustainability index (THSI, DJSI)	8	8	3

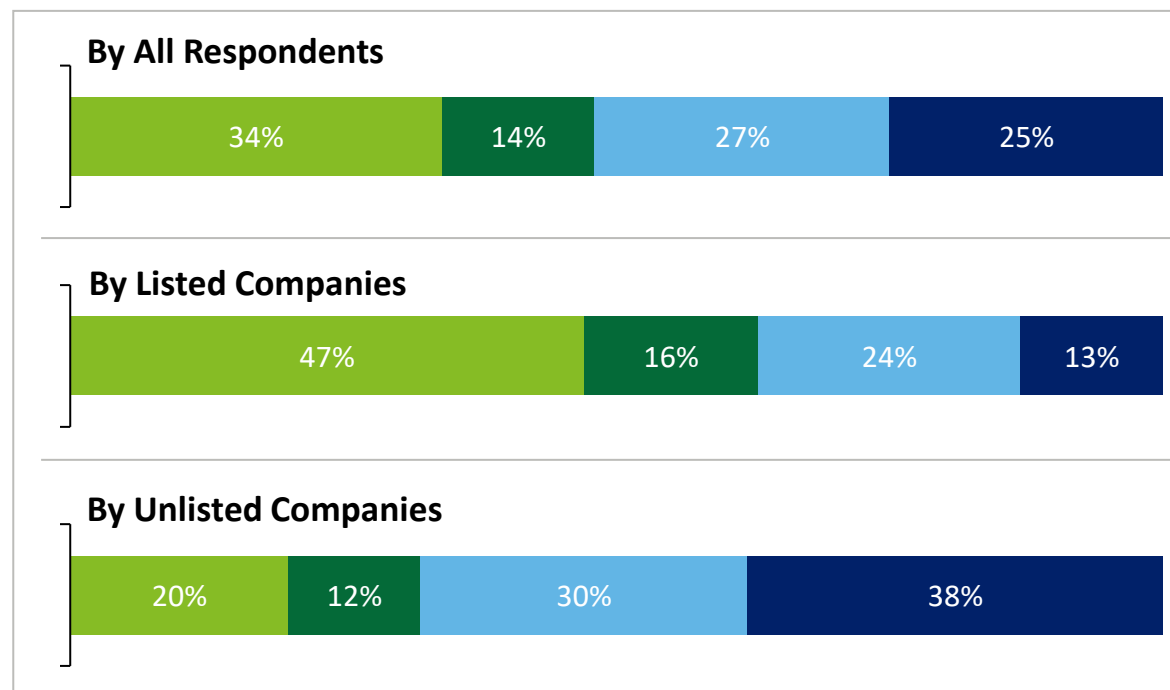
**34%** of respondents have already established a sustainability committee to oversee/drive ESG in the business, followed by 20% that set clear roles and responsibilities for the board of directors in driving corporate sustainability. The results also show that a higher percentage of listed companies have established sustainability committees compared to unlisted companies.

The key drivers for corporates to set the structure of sustainability governance are to strengthen their ESG performances, and to set the structure in line with expectations of various sustainability assessment requirements.

**Q: Who in your organization is/are responsible for ESG oversight (e.g. strategy formation, implementation, and reporting reviews)? (Multiple answers)**



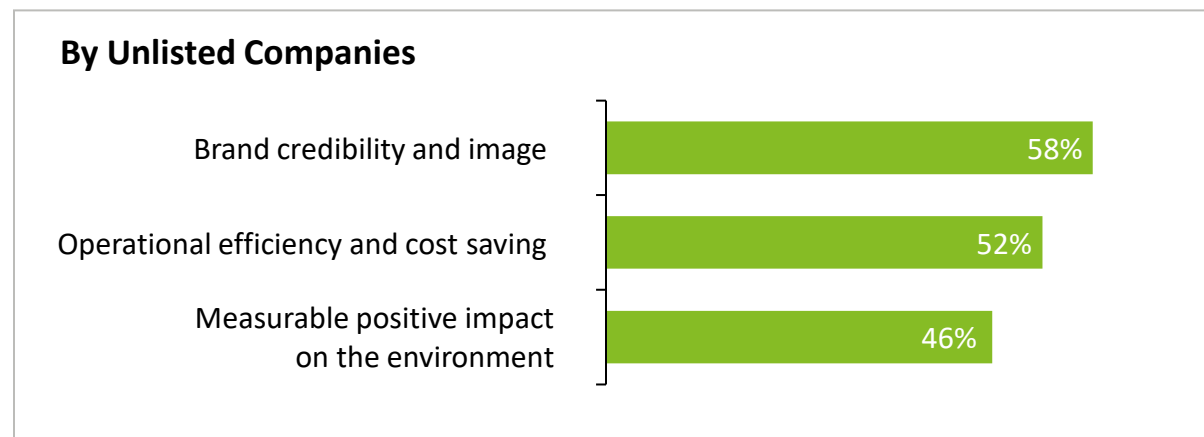
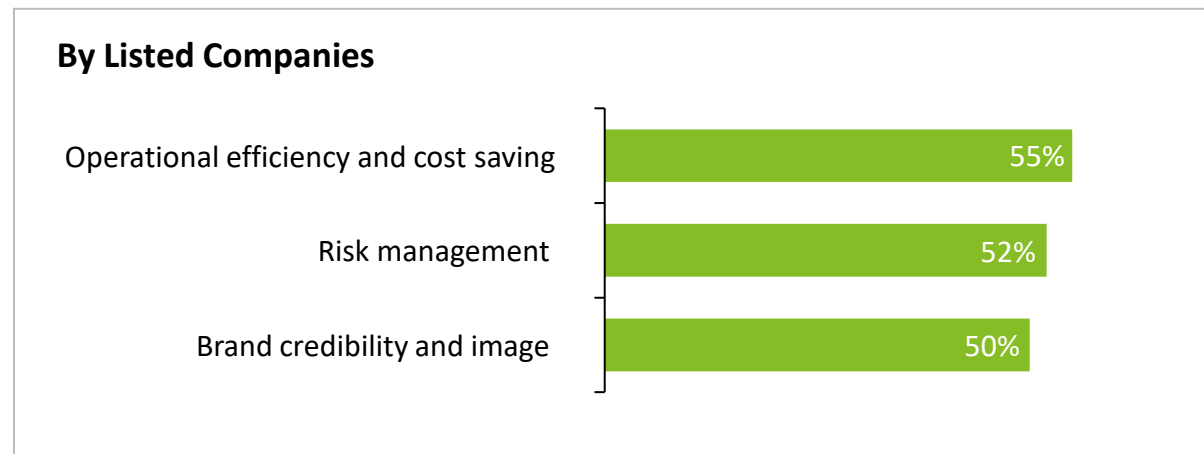
**Q: Have you established a sustainability committee to oversee/drive ESG in the business?**



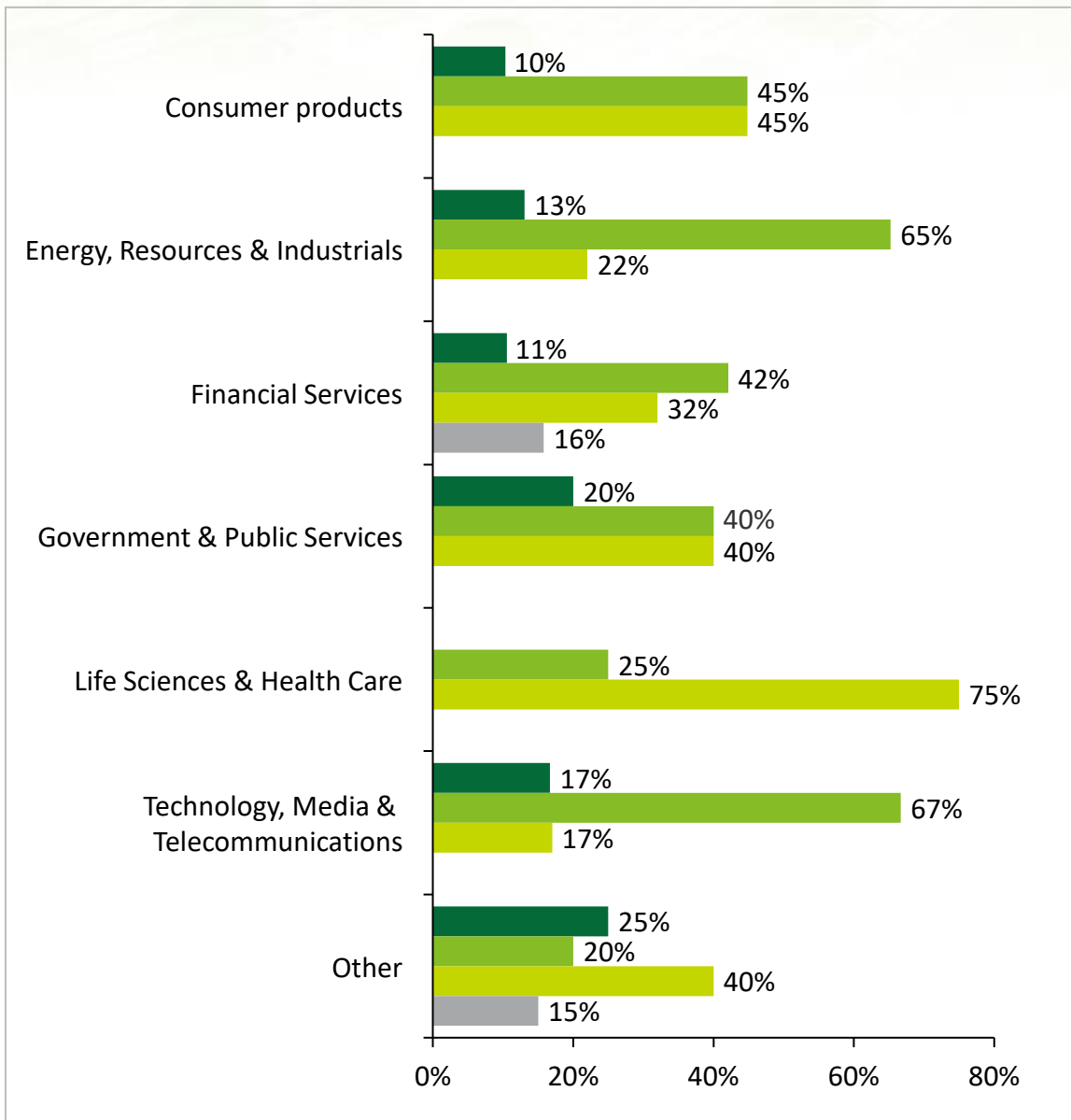
■ Yes, already established.
 ■ Yes, we are in the process of establishing one.
 ■ No, but we are making plans to.
 ■ No, and we have no plans to.

Operational efficiency and cost saving, Brand credibility and image, and Risk management are top 3 key benefits of corporate sustainability identified by the respondents.

**Q: What are the Top 3 key benefits to better management of corporate sustainability?**



44% of **total** respondents have some sustainability related KPIs linked to personal incentive schemes.



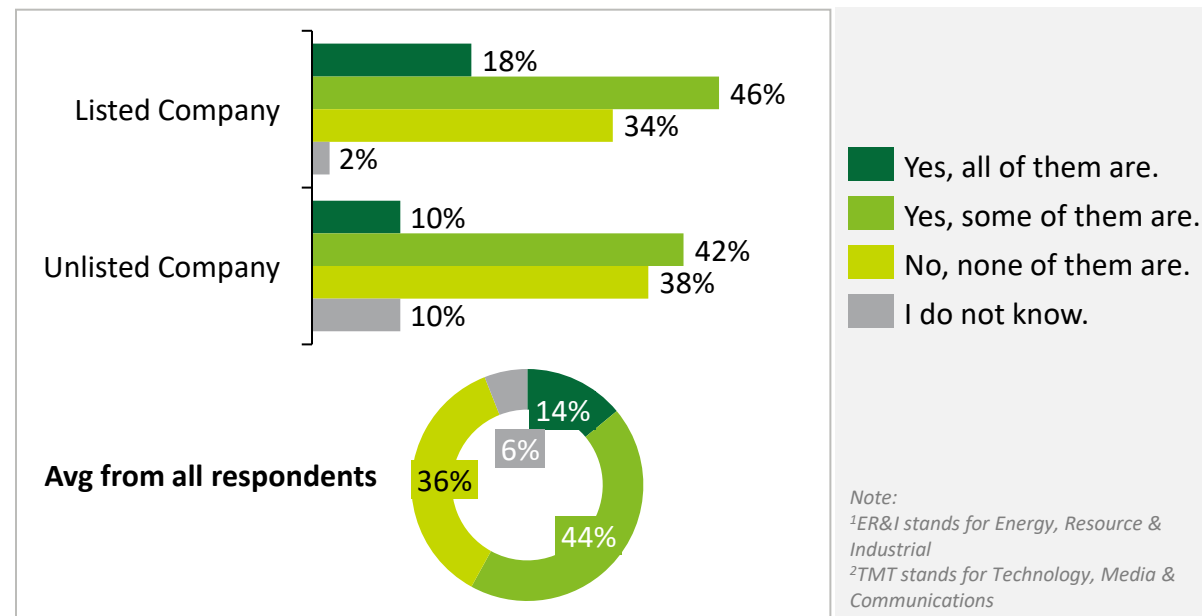
**Q: Are your sustainability related KPIs linked to personal incentive schemes?**

**Highlight**



ER&I<sup>1</sup> and TMT<sup>2</sup> had a higher than average response rate that their sustainability related KPI's are linked to some personal incentives, whereas majority of LS&HC respondents saw none of their sustainability related KPIs linked to personal incentive schemes. Listed companies also saw higher sustainability related KPI contribution to personal incentives than unlisted companies.

Some of the ESG KPIs were previously prioritized by the company as industrial KPIs or corporate KPIs. Once ESG KPIs are set across the company operations, those KPIs are also included in the set of ESG KPIs (e.g., occupational health & safety KPIs, energy saving).



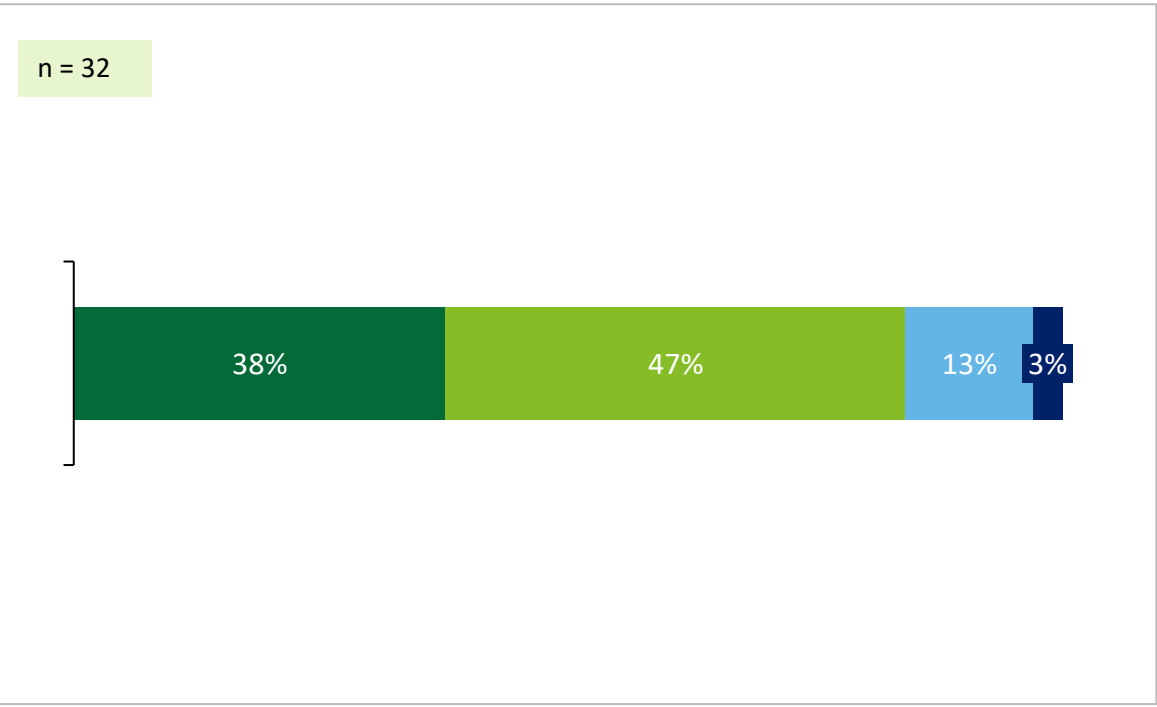
Note:  
<sup>1</sup>ER&I stands for Energy, Resource & Industrial  
<sup>2</sup>TMT stands for Technology, Media & Communications

# The Roles of Finance in Sustainability



85% of the respondents in finance or accounting field agree that Sustainability plays an increasingly important role for Finance.

**Q: Please indicate to what extent you agree with the following statement: "Sustainability plays an increasingly important role for Finance".**



Strongly Agree    Neither agree nor disagree    Strongly Disagree  
Agree    Disagree

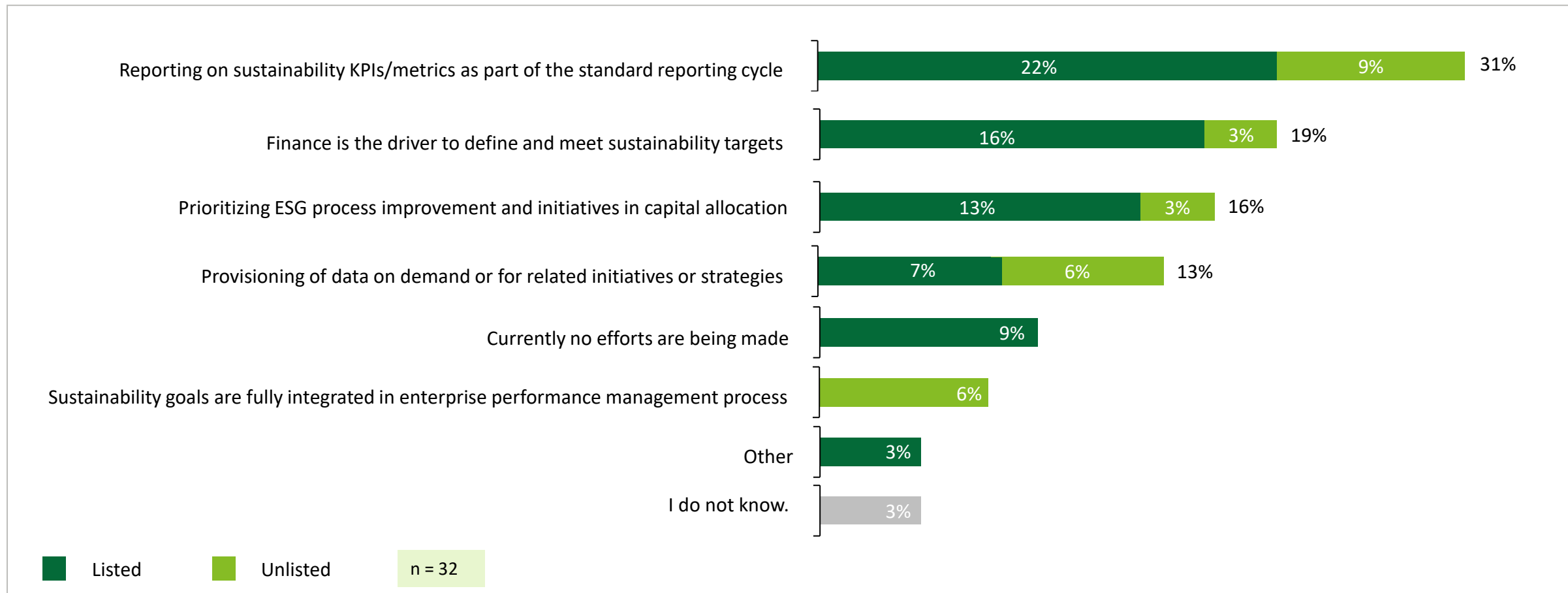
**Highlight**

One of the reasons for the importance could be that sustainability strategies might be associated with fewer constraints in terms of securing funding sources e.g., a greater ability to issue equity or obtain bank loans.



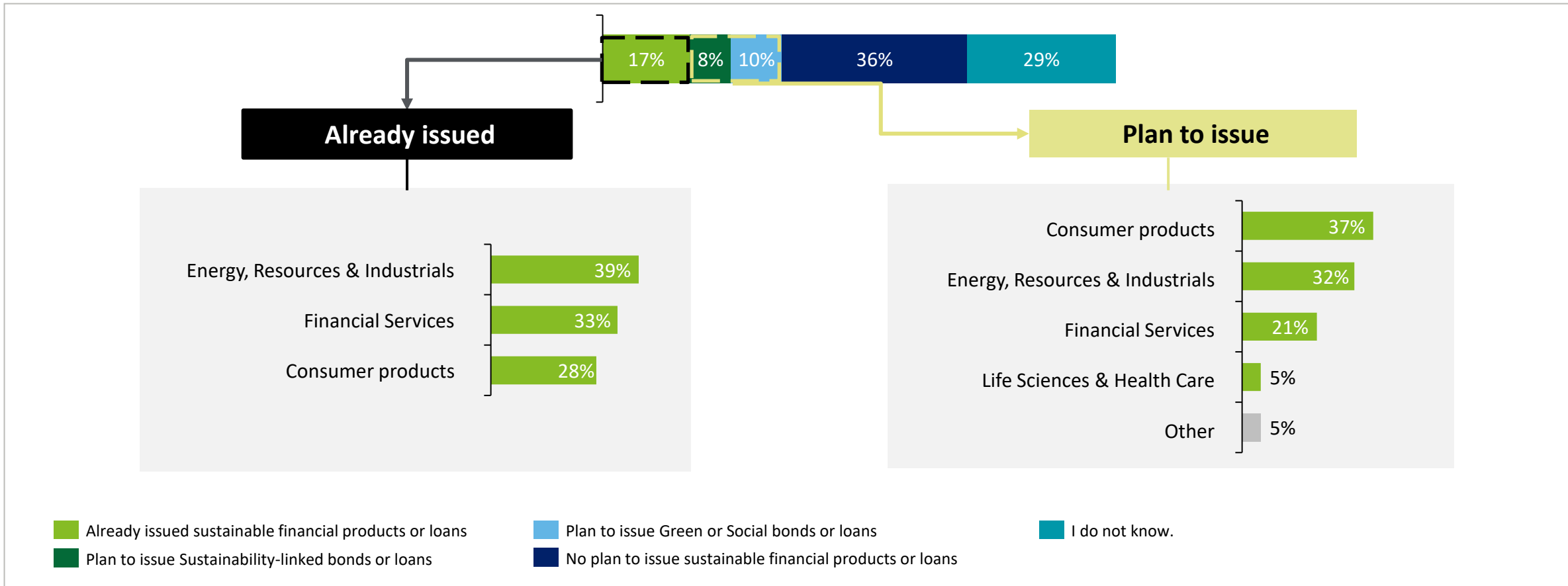
Among the sustainability goals, 31% of respondents in finance or accounting fields are trying to achieve reporting on sustainability KPIs/ metrics as part of the standard reporting cycle, while 19% saw finance as the driver to define and meet sustainability targets. Unlisted companies are also aiming for sustainability goals to be fully integrated in enterprise performance management processes.

**Q: Which of the sustainability goals is your Finance department trying to achieve or contribute towards?**



Only 17% of the of respondents, led by ER&I, have already issued sustainable financial products or loans. Many organizations in Consumer products plan to issue some whilst overall, 36% have no plan to do. ER&I, FS, and CP are the leading industries as they have already issued products as well as the most active in their future plans to issue, from our respondents.

**Q: Is your organization looking to finance ESG initiatives through sustainable financial products in the next 2 years?**



**32%** of respondents prioritize on awareness of ESG and would invest in this area in the next 2-5 years.


Those who prioritize on Climate-focus ambitions also tend to invest in innovations for low carbon economy. For operating & reporting area, most of the respondents focus on ESG reporting in line with 56-1 One report and governance metrics; whereas, in finance areas, majority aimed for issuing green finance products as part of their ESG strategy and awareness.

- 1
- 2
- 3
- 4
- 5
- 6

### ESG priority or immediate ambition

 *Q: What is your organization's ESG priority / immediate ambition? (Multiple answers)*

Future ESG investment	Strategy			Operations & Reporting				Finance	
	Awareness of ESG in the organization	Integrating ESG into corporate strategy	Climate-focus ambitions	ESG reporting in line with 56-1 One report	Issuing Sustainability Report in line with international standard	Social metrics	Governance metrics	Get recognized by sustainability index (THSI, DJSI)	Issuing green finance products
ESG awareness and capacity building	32%	17%	13%	10%	4%	7%	9%	6%	7%
ESG strategy and governance	28%	20%	15%	10%	8%	7%	15%	8%	7%
Climate (strategy, mitigation, adaptation)	15%	20%	19%	3%	5%	5%	7%	8%	6%
Internal ESG process improvements	17%	8%	9%	4%	1%	8%	7%	2%	2%
ESG data assurance or collection or reporting	5%	6%	3%	4%	2%	1%	3%	2%	1%
Innovations for low carbon economy	16%	18%	14%	3%	7%	5%	8%	8%	5%
Sustainable finance products	8%	2%	5%	0%	3%	1%	2%	1%	3%
Sustainable supply chain	19%	10%	12%	7%	8%	2%	8%	7%	4%
None	4%	0%	1%	2%	0%	0%	1%	0%	3%
I do not know.	3%	2%	1%	1%	1%	1%	1%	1%	0%

 *Q: What are the key focus areas for ESG investment in the next 2-5 years? (Multiple answers)*

ESG strategy and governance, and ESG awareness and capacity building are key future investments on ESG. Other key focus areas for investment varied across industries.

### Highlight

ER&I focused on innovations for low carbon economy as they might be pressured by Social License to Operate as their activities impact the environment and economy of local communities.



**Q: What are the key focus areas for ESG investment in the next 2-5 years? (Multiple answers)**

Priority	Consumer products	Energy, Resources & Industrials	Financial Services	Government & Public Services	Life Sciences & Health Care	Technology, Media & Telecommunications
1 <sup>st</sup>	<b>21%</b> ESG strategy and governance	<b>27%</b> Innovations for low carbon economy	<b>18%</b> ESG awareness and capacity building	<b>22%</b> ESG strategy and governance	<b>22%</b> ESG awareness and capacity building	<b>26%</b> ESG awareness and capacity building
2 <sup>nd</sup>	<b>19%</b> Sustainable supply chain	<b>23%</b> Climate (strategy, mitigation, adaptation)	<b>16%</b> ESG strategy and governance	<b>22%</b> Internal ESG process improvements	<b>22%</b> Sustainable supply chain	<b>26%</b> ESG strategy and governance
3 <sup>rd</sup>	<b>15%</b> ESG awareness and capacity building	<b>20%</b> ESG strategy and governance	<b>14%</b> Sustainable finance products	<b>11%</b> ESG awareness and capacity building	<b>11%</b> ESG strategy and governance	<b>26%</b> Internal ESG process improvements

# Sustainability Reporting



**51%** of respondents currently report on ESG management approaches and KPIs as part of their reporting cycle. This is also led by Consumer products and ER&I industries among the unlisted companies.

**Q: Does your company currently report on ESG management approaches and KPI's as part of your reporting cycle?**

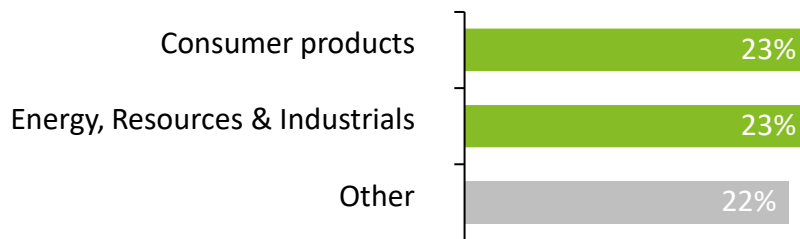
**By All Respondents**



**By Unlisted Companies**



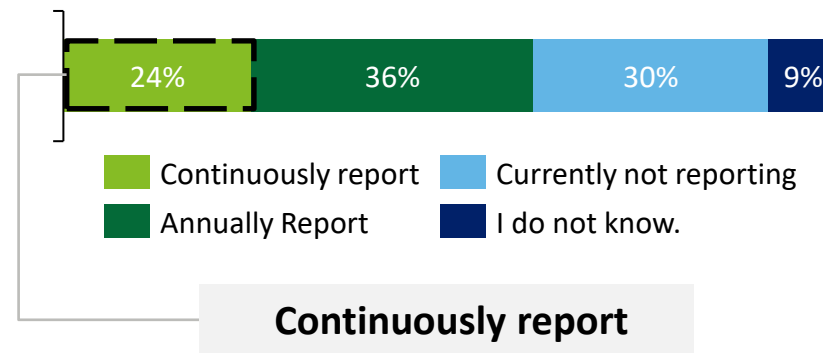
Yes



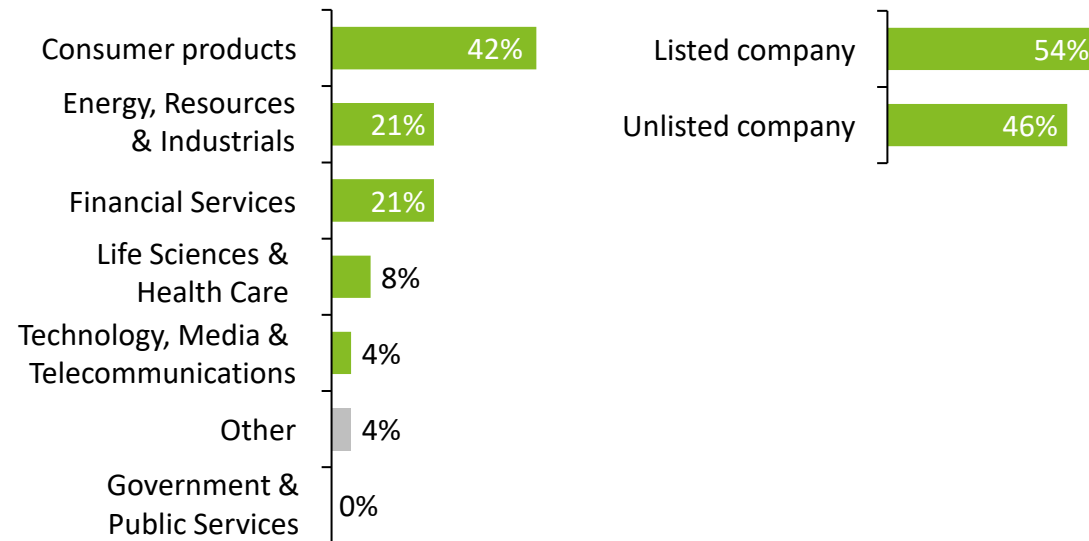
**Note:** Other comprises various services e.g. education, Architecture & design, and professional services

**Only 24%** of the respondents continuously report on their ESG KPIs as part of the management reporting. Of that 24%, majority are Consumer products organizations.

**Q: How often do you report on your ESG KPIs?**



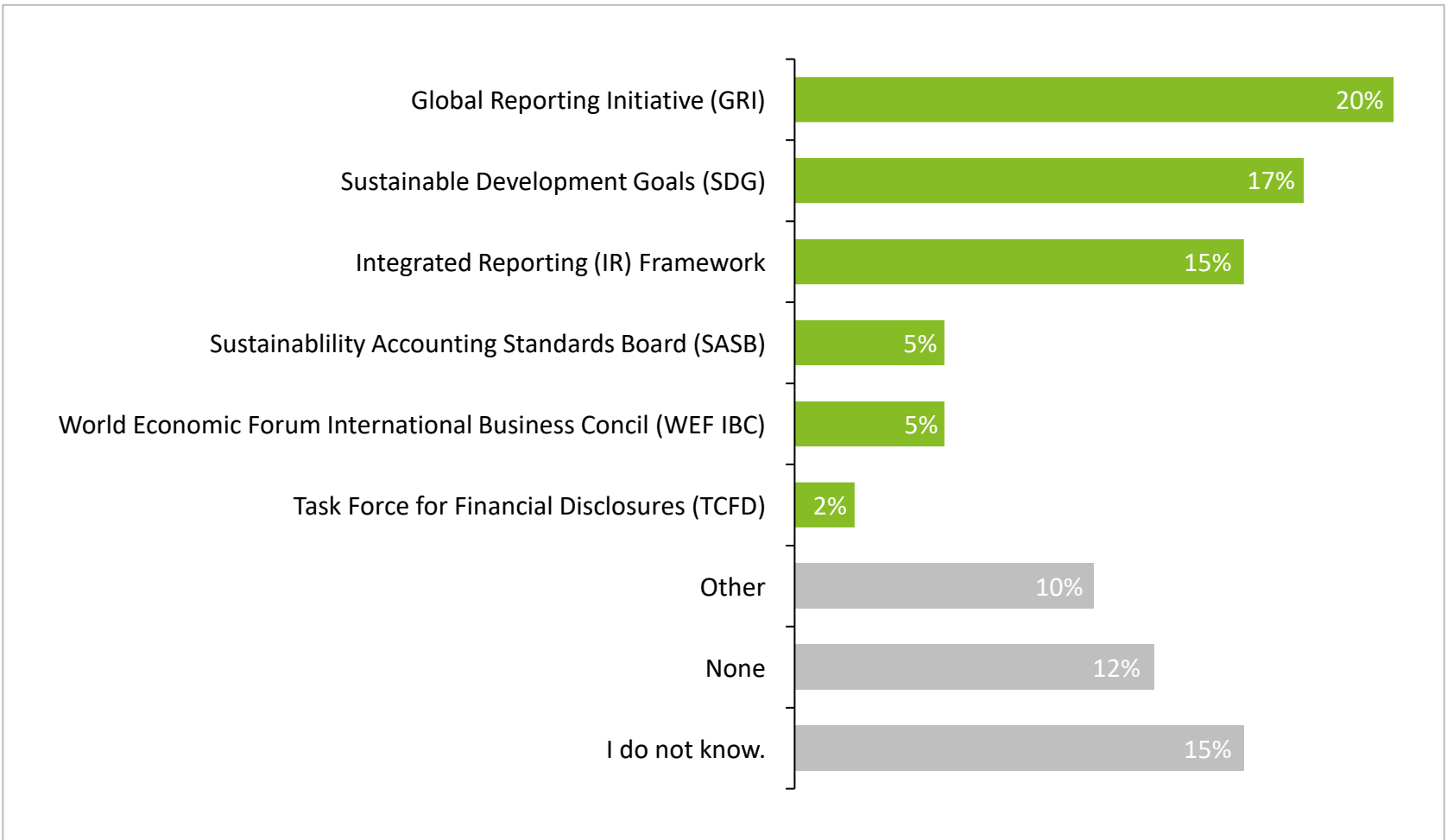
**Continuously report**



Majority of respondents in finance or accounting functions use GRI (20%) or SDG Framework (17%) as sustainability reporting.

n = 32

**Q: Which sustainability reporting framework or standard (e.g., KPIs according to ESG) does your Finance organization follow?**



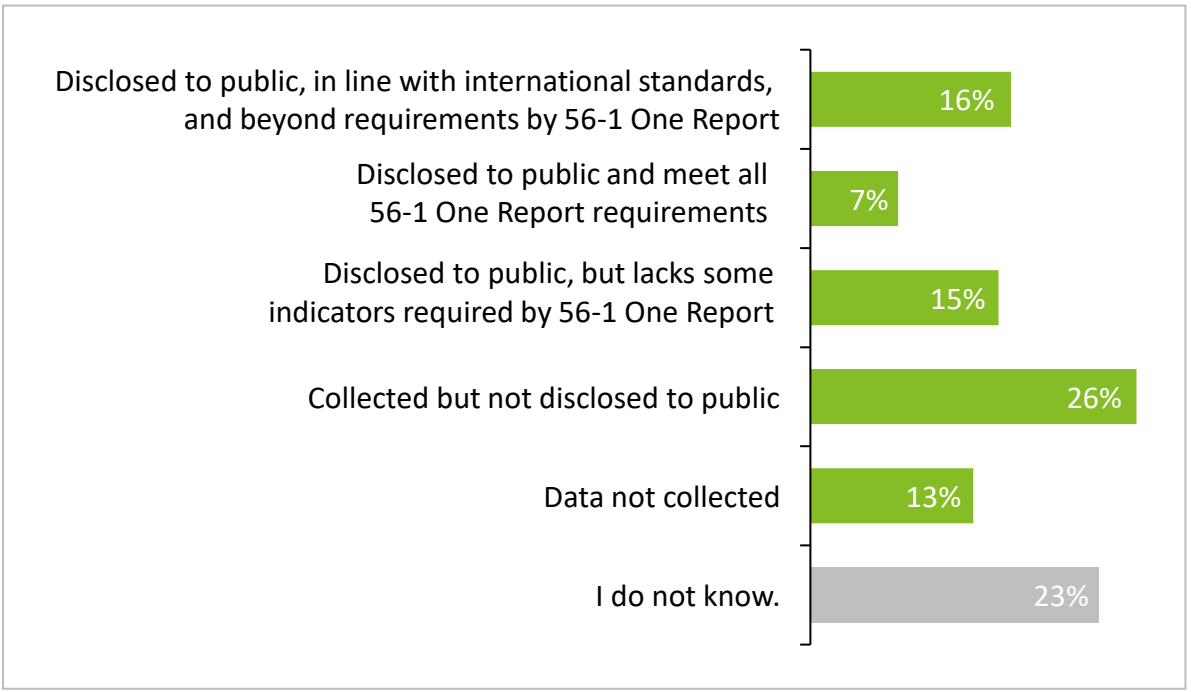
<sup>3</sup>Companies are transitioning from disclosing selective topics with limited information, focus on philanthropy work to a more strategic sustainability report and align with international frameworks or standards.

<sup>3</sup>Source: Deloitte Sustainability Reporting Strategy Creating impact through transparency Report

**38%** of respondents disclosed ESG data or sustainability reporting while that of **26%** collected but did not disclose data to public.

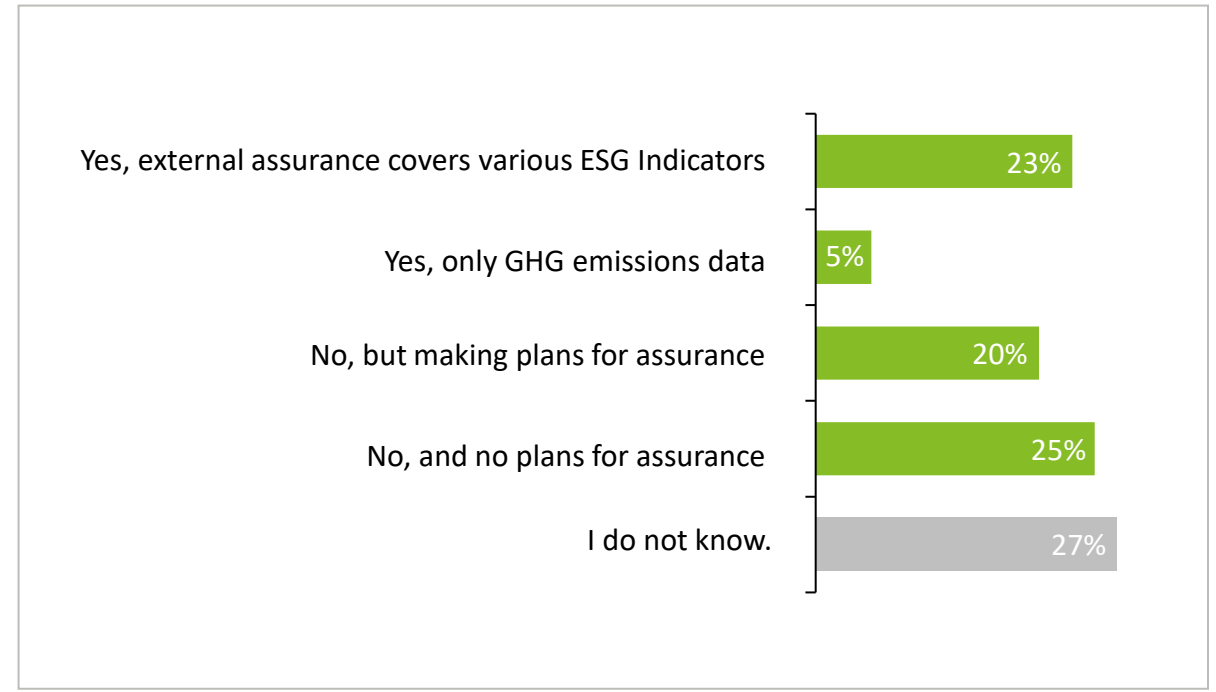
Those who collected ESG data but did not disclose to public might be because they do not have to comply with regulatory requirements (unlisted companies do not have to comply with disclosure requirements, etc.) and lack of confidence in data quality and readiness for disclosure.

**Q: How do you rate your organization's quality of ESG data or Sustainability reporting?**



**23%** of respondents already have ESG data assured by external assurance covering various ESG indicators while **25%** have no plans for ESG data assurance.

**Q: Is your organization's ESG data assured by external parties?**



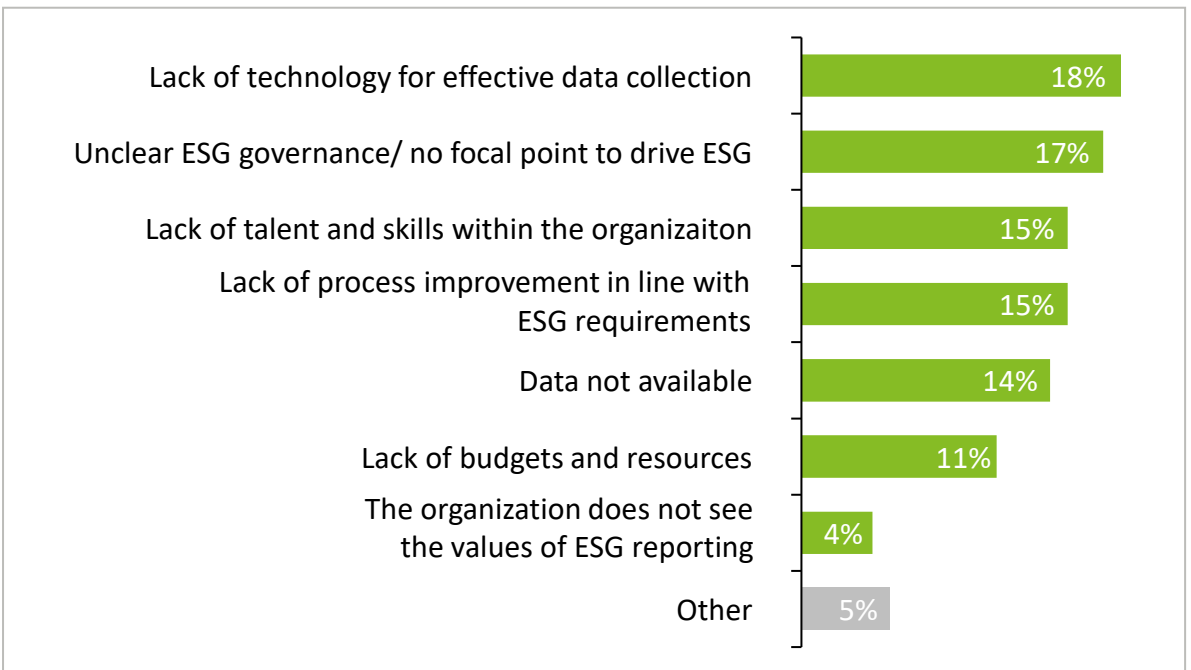


Lack of technology for effective data collection, lack of talent and skills within the organization, and data not available are the main gaps respondents saw related to fulfilling reporting requirements on sustainability efficiently.

**27%** of respondents already have in-house sustainability experts engaged to meet the challenges of sustainability reporting, whereas **40%** do not have internal resources for it.

**Q: What are the main gaps you see related to fulfilling reporting requirements on sustainability efficiently? (Multiple answers)**

**Q: Do you already have employees with the necessary skills to meet the challenges of sustainability reporting?**



**22%** of the organizations that acknowledge they have unclear ESG governance or no focal point to drive ESG, plan to invest on ESG strategy and governance in the next 2-5 years. This was a key focus area for the majority of respondents, followed by increasing ESG awareness and capacity building, as the main methods to tackle other gaps such as lack of process improvement in line with ESG requirements, lack of technology for effective data collection, and potentially to stifle lack of talent and skills within the organization.

### Current main gaps on ESG reporting

**Q: What are the main gaps you see related to fulfilling reporting requirements on sustainability efficiently? (Multiple answers)**

#### Future ESG investment

**Q: What are the key focus areas for ESG investment in the next 2-5 years? (Multiple answers)**

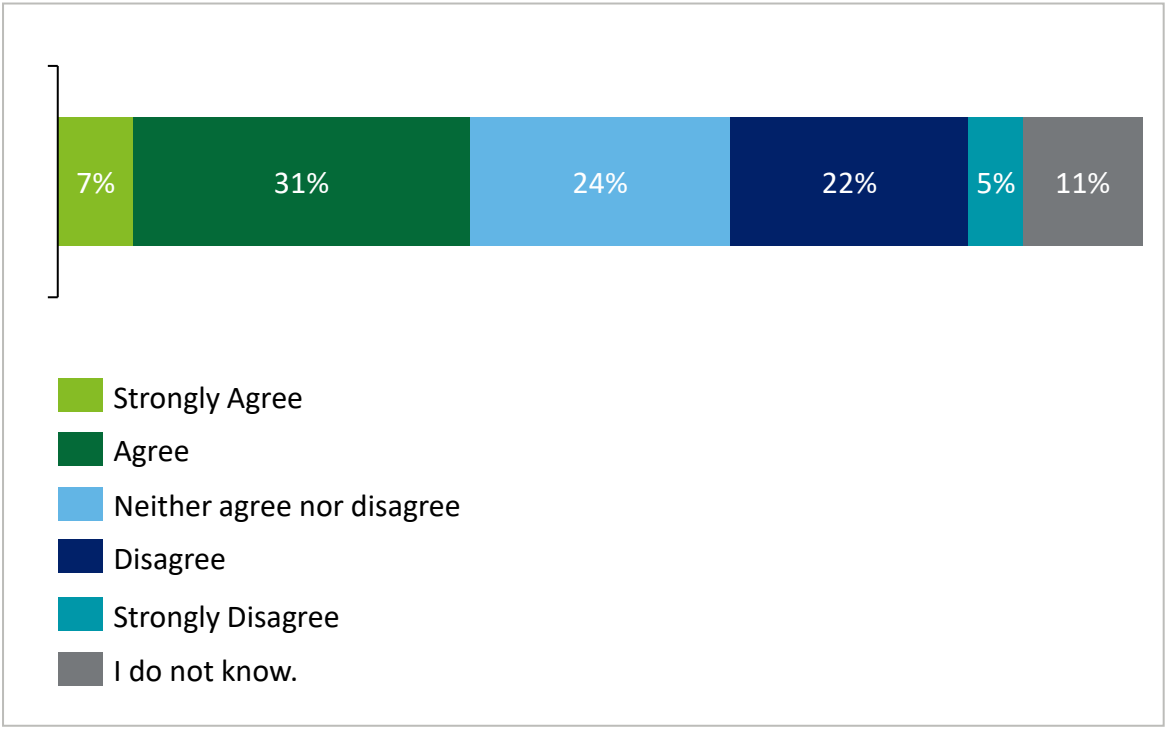
	The organization does not see the values of ESG reporting	Unclear ESG governance / no focal point to drive ESG	Lack of talent and skills within the organization	Lack of process improvement in line with ESG requirements (no management approach)	Lack of technology for effective data collection	Data not available	Lack of budgets and resources	Other
ESG awareness and capacity building	3%	19%	16%	14%	17%	12%	9%	3%
ESG strategy and governance	4%	22%	18%	14%	17%	16%	11%	6%
Climate (strategy, mitigation, adaptation)	3%	10%	5%	9%	15%	7%	7%	3%
Internal ESG process improvements	2%	12%	11%	8%	10%	11%	8%	0%
ESG data assurance or collection or reporting	0%	4%	2%	2%	5%	3%	1%	1%
Innovations for low carbon economy	5%	15%	10%	14%	14%	7%	8%	4%
Sustainable finance products	1%	3%	5%	3%	6%	2%	5%	2%
Sustainable supply chain	2%	11%	12%	10%	14%	9%	11%	2%
None	1%	1%	3%	1%	1%	4%	2%	3%
I do not know	2%	1%	2%	2%	1%	1%	1%	2%

# System, Processes, and Data



**38%** of respondents agree that their current data analytics infrastructure and tools sufficiently support the measurement of performance on sustainability goals.

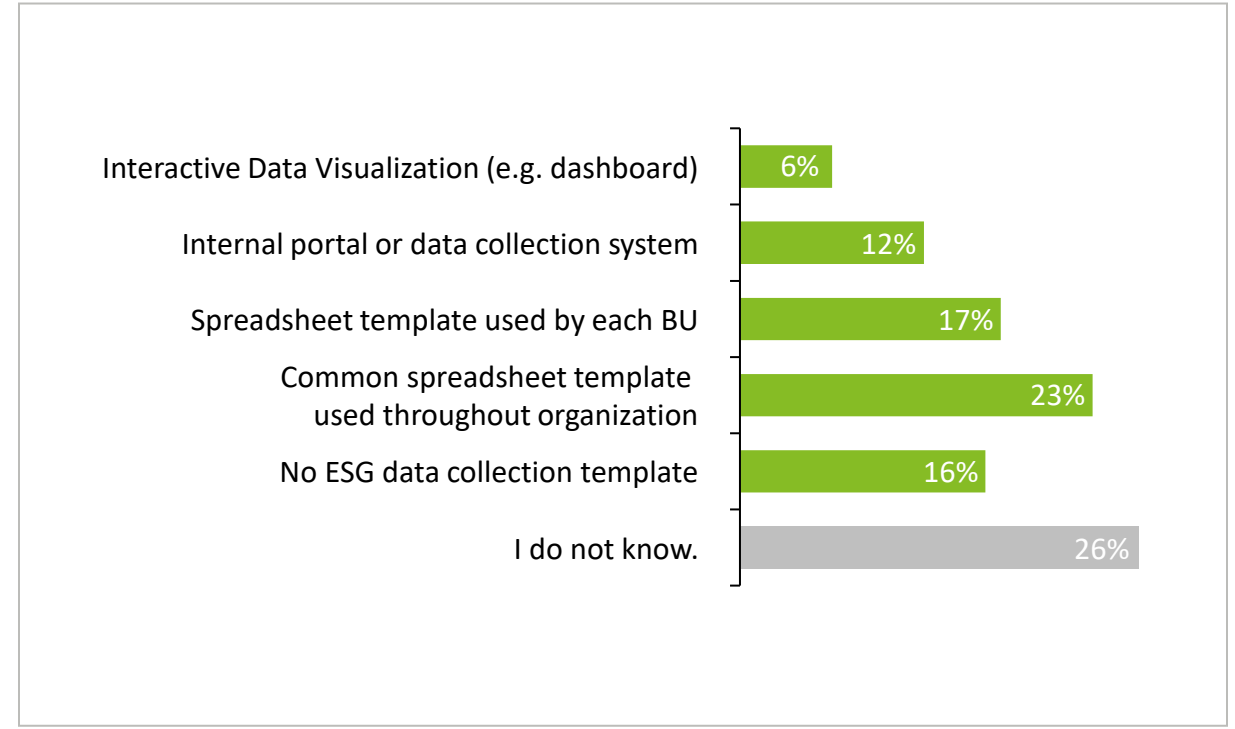
**Q: Please indicate to what extent you agree with the following statement: “My current data analytics infrastructure and tools sufficiently support the measurement of performance on sustainability goals”.**



**40%** of the respondents use common spreadsheet template throughout organization to collect data on ESG.

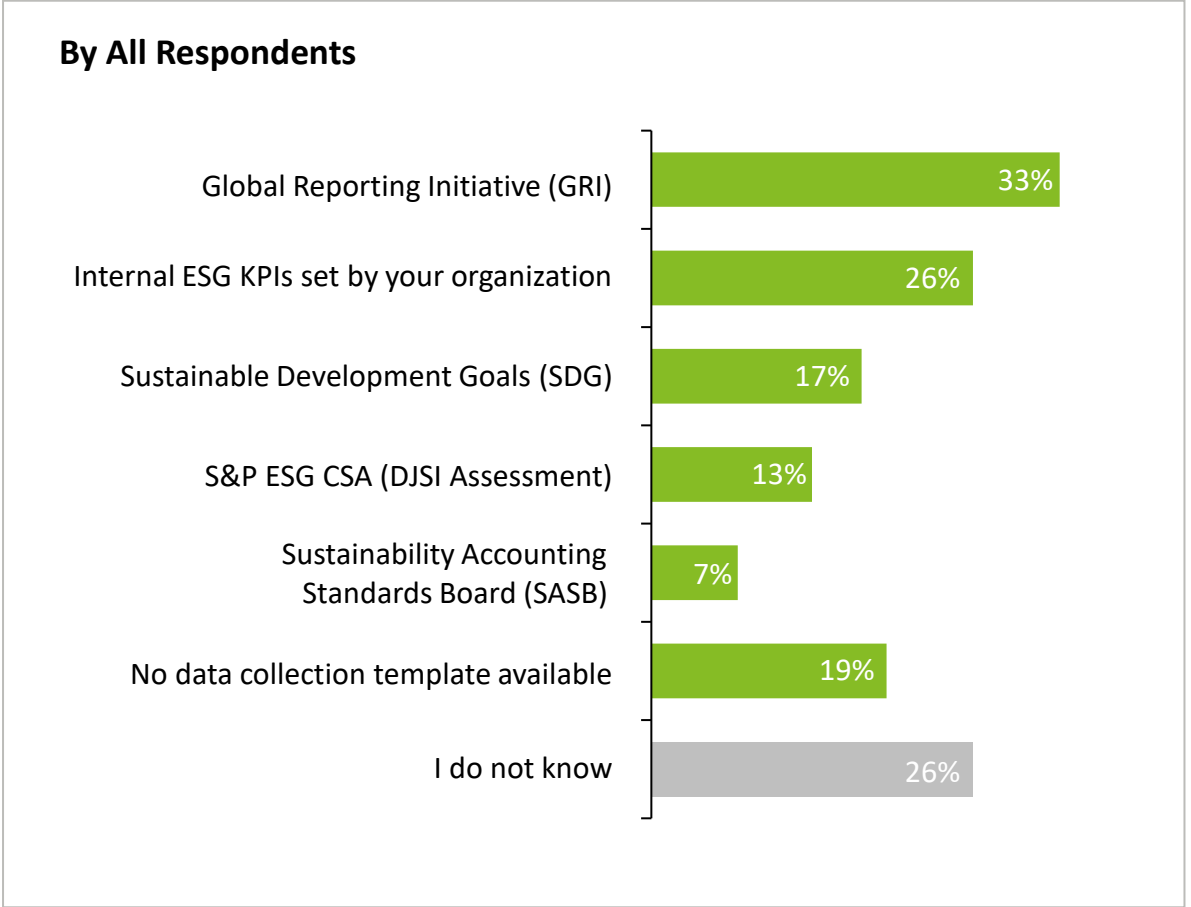
However, this method might not be suitable for companies that have several operation processes where data collection might be performed separately and inconsistently. This would make it difficult to consolidate the date among business units and potentially be deviated by human error.

**Q: Does your organization use a data collection template for ESG information? If yes, which technologies/platform do you use for the data collection?**



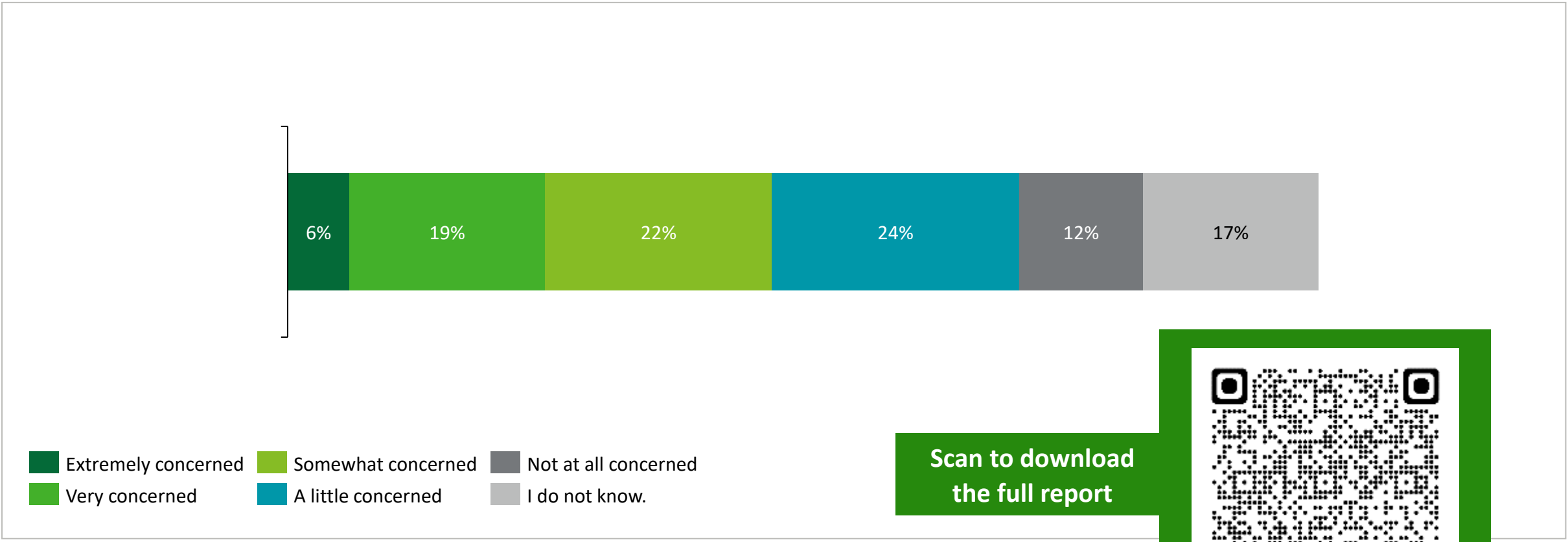
Global Reporting Initiative (GRI) is the main ESG disclosure standards used among respondents, and Internal ESG KPIs are mostly used to set organizations' data collection template and structure; however, 19% of respondents have no data collection template available.

**Q: Does the data collection template and structure at your organization follow any of the metrics recommended by these standards / ESG corporate assessments? (Multiple answers)**



**47%** of respondents concerned that their organization does not have adequate technology tools needed to facilitate new ESG disclosure requirements.

**Q: How concerned are you that your organization does not have adequate technology tools needed to facilitate new ESG disclosure requirements?**



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# Industry Snapshot





## Thailand ESG and Sustainability Survey 2022

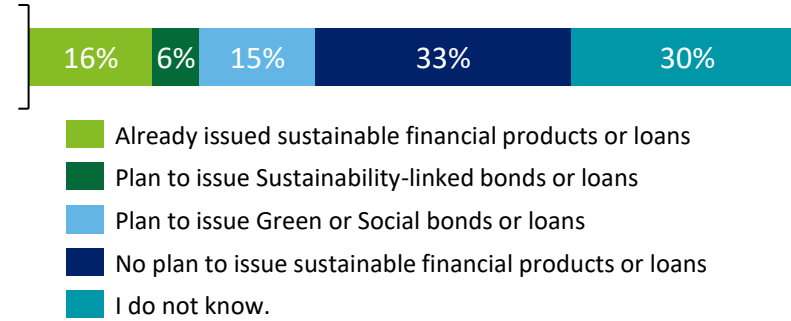
Environmental, social, and governance (ESG) issues are more crucial than ever at this pivotal moment in history.

### Learn more

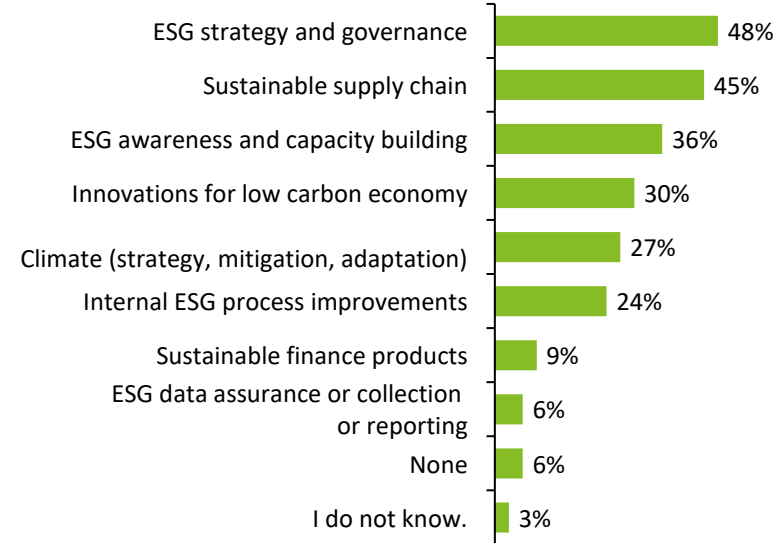
Deloitte's survey on ESG and sustainability aim to address how business landscapes today are being transformed by environmental and social concerns. The survey conducted in August to September 2022 among 106 of Thailand's leading companies.

## Consumer Product Industry

### Sustainability finance products milestone



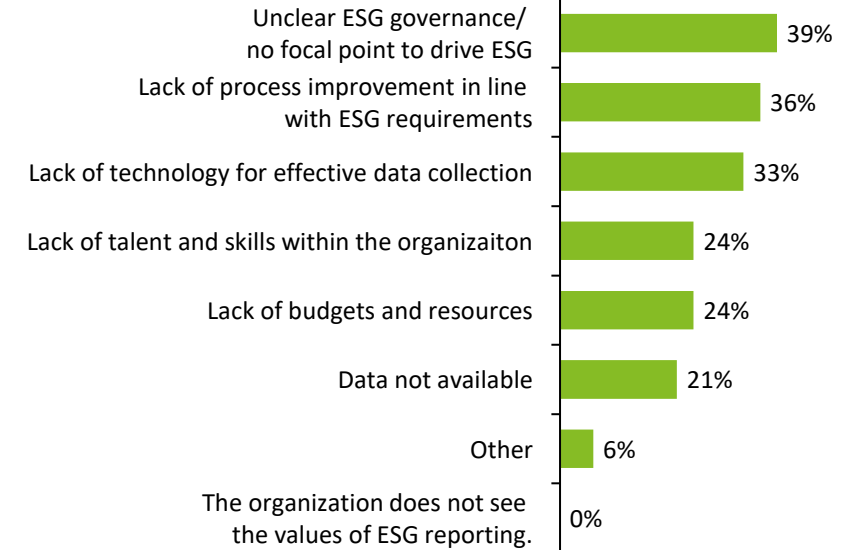
### Future key ESG investments



### Currently report on ESG management approaches and KPI's as part of reporting cycle



### Challenge to fulfil reporting requirement



### Standards/ assessments that ESG data collection structure is following







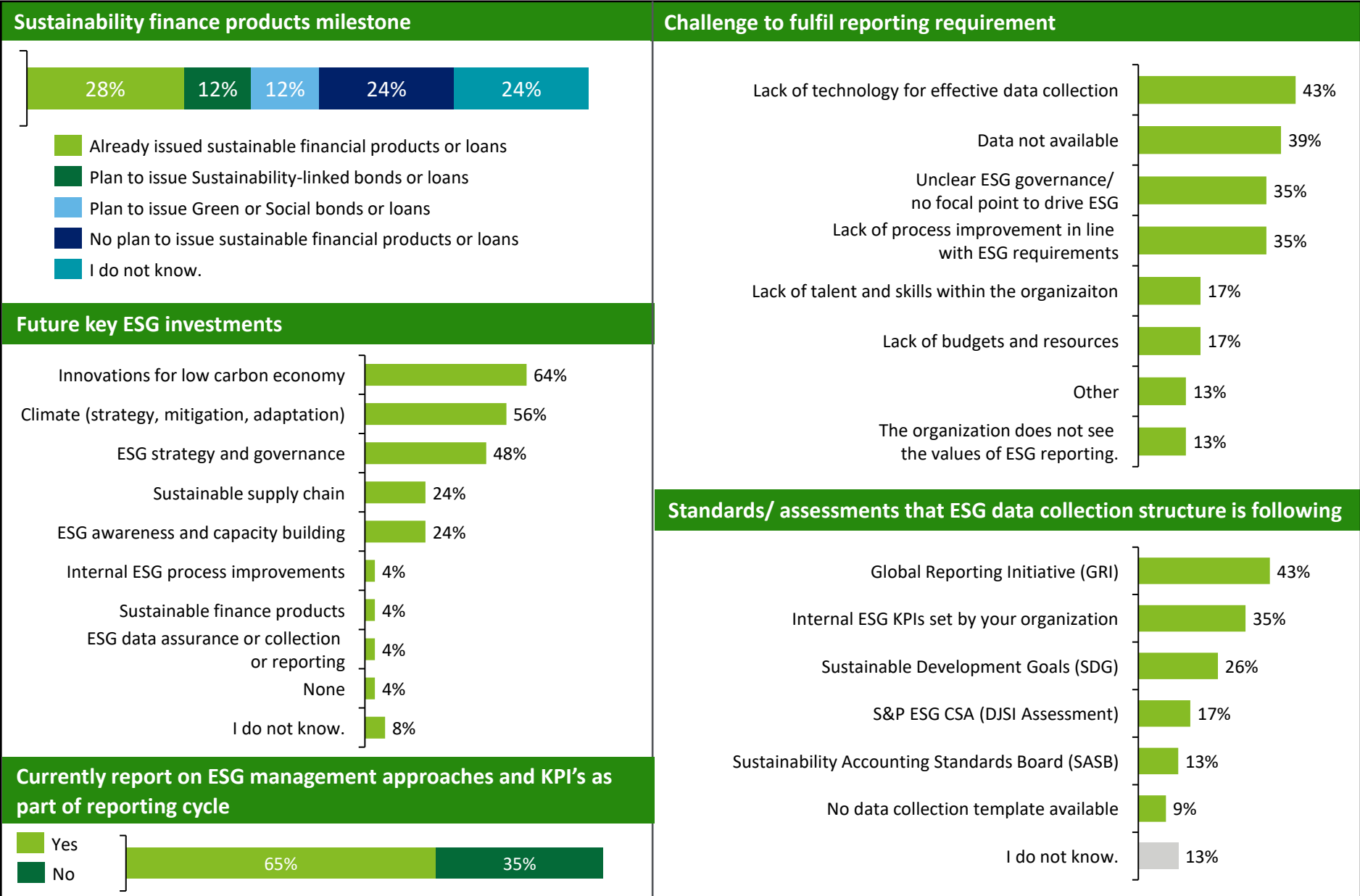
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**Learn more**

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## Energy, Resources & Industrial Industry





## Thailand ESG and Sustainability Survey 2022

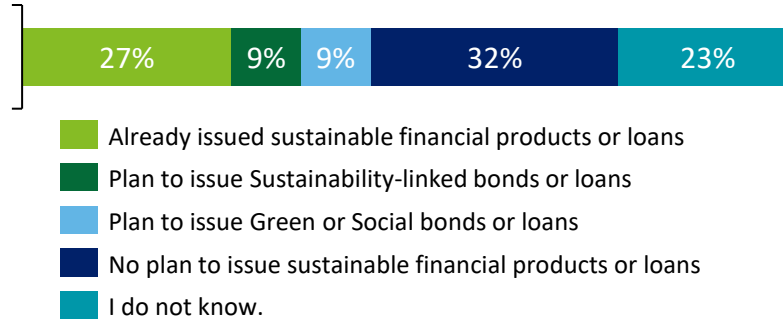
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## Financial Service Industry

### Sustainability finance products milestone



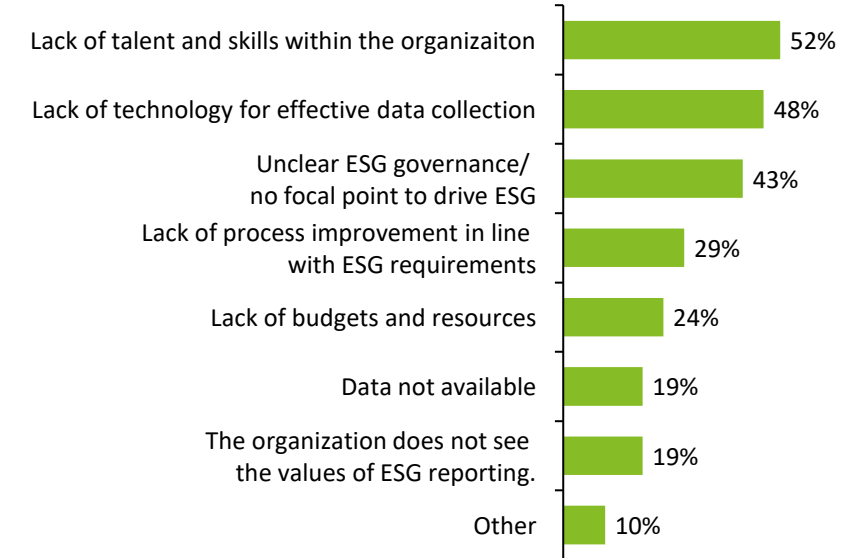
### Future key ESG investments



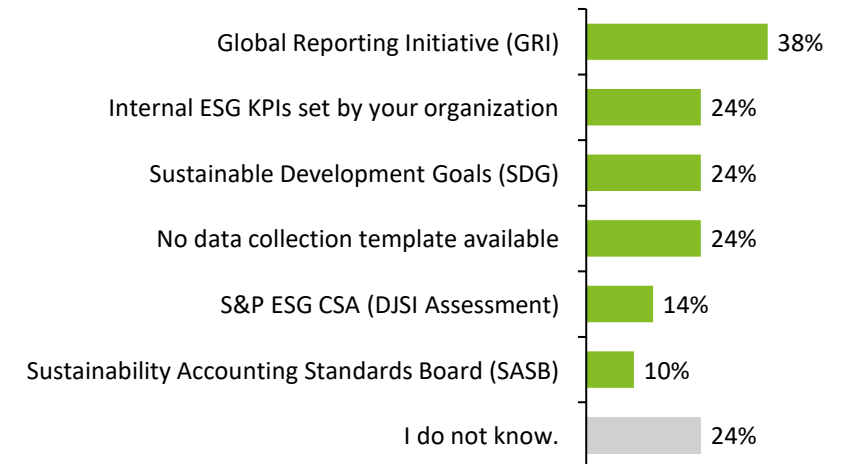
### Currently report on ESG management approaches and KPI's as part of reporting cycle



### Challenge to fulfil reporting requirement



### Standards/ assessments that ESG data collection structure is following





## Thailand ESG and Sustainability Survey 2022

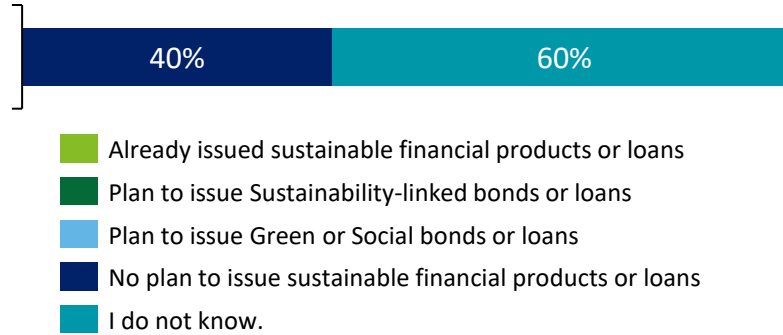
Environmental, social, and governance (ESG) issues are more crucial than ever at this pivotal moment in history.

### Learn more

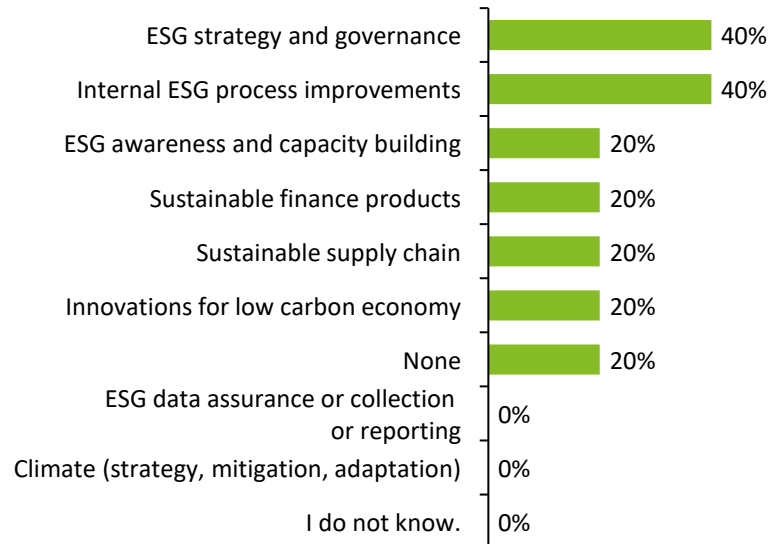
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## Government & Public Services Industry

### Sustainability finance products milestone



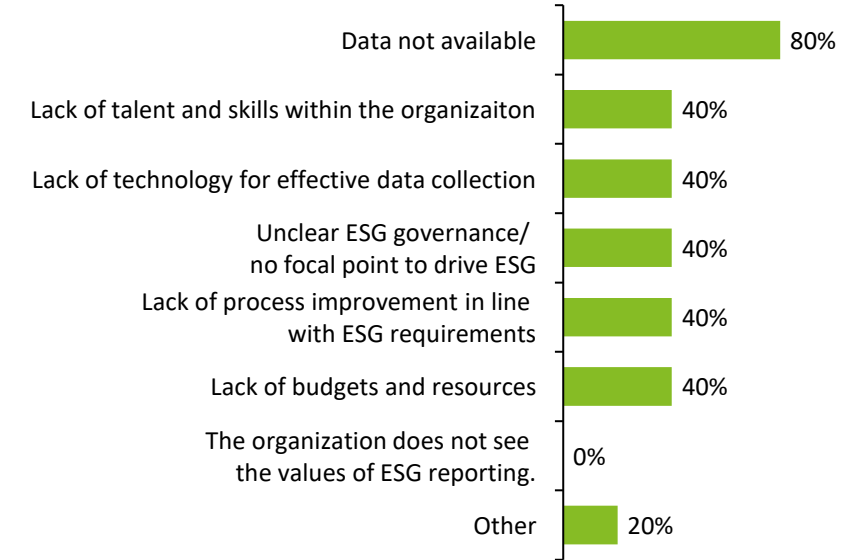
### Future key ESG investments



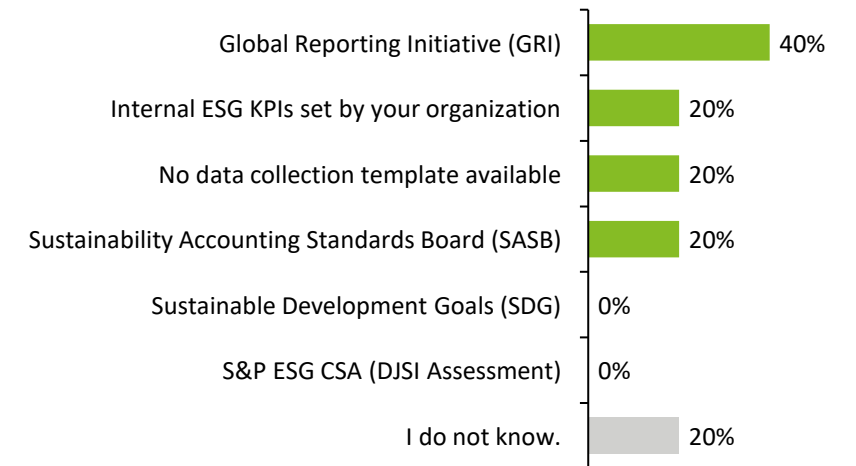
### Currently report on ESG management approaches and KPI's as part of reporting cycle



### Challenge to fulfil reporting requirement



### Standards/ assessments that ESG data collection structure is following





## Thailand ESG and Sustainability Survey 2022

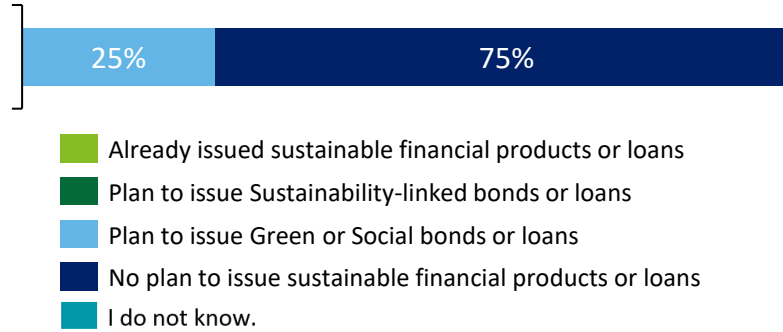
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### Learn more

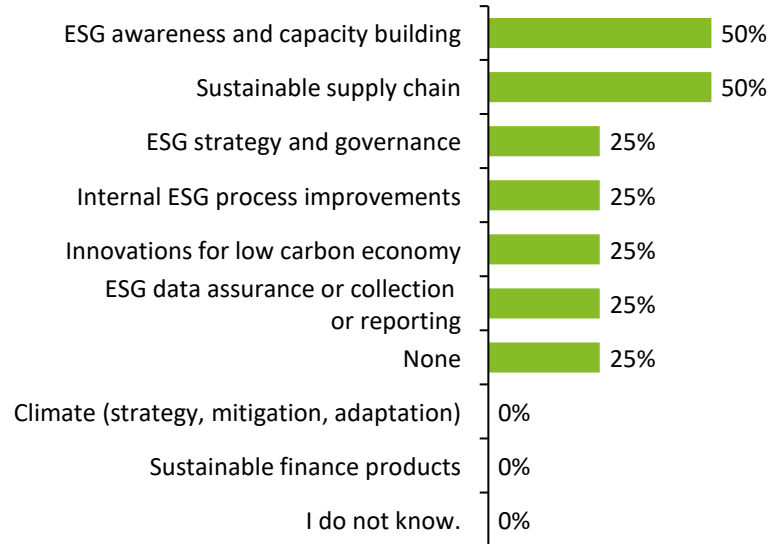
Deloitte's survey on ESG and sustainability aim to address how business landscapes today are being transformed by environmental and social concerns. The survey conducted in August to September 2022 among 106 of Thailand's leading companies.

## Life Sciences & Health Care Industry

### Sustainability finance products milestone



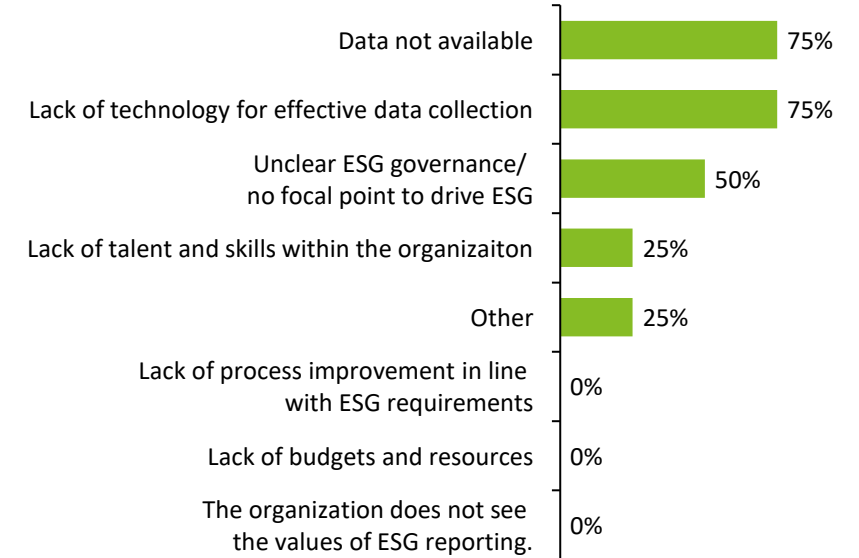
### Future key ESG investments



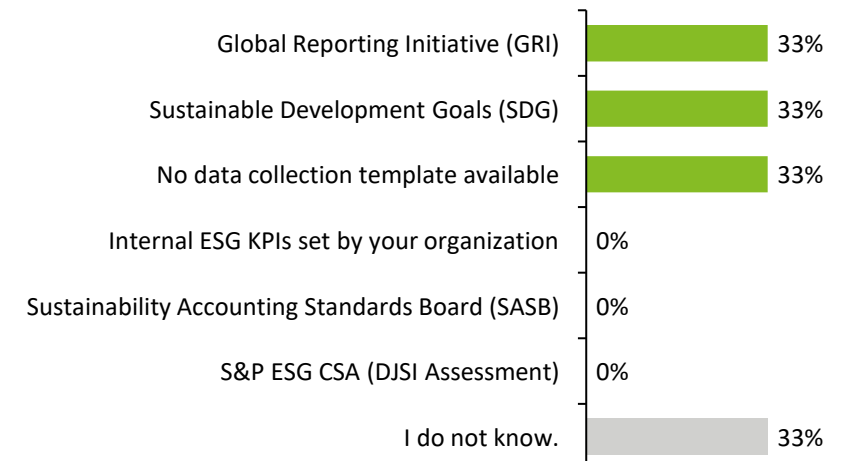
### Currently report on ESG management approaches and KPI's as part of reporting cycle



### Challenge to fulfil reporting requirement



### Standards/ assessments that ESG data collection structure is following





## Thailand ESG and Sustainability Survey 2022

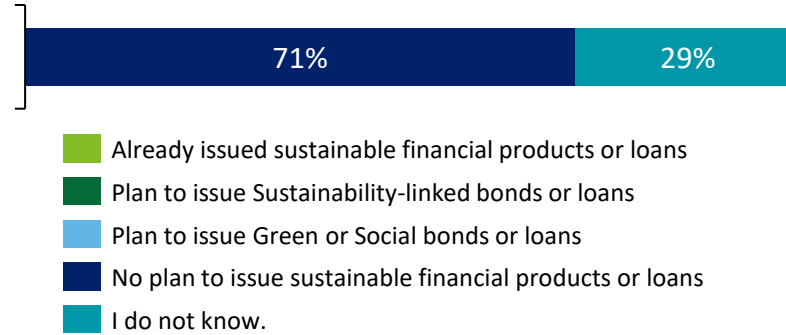
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## Technology, Media & Telecommunications Industry

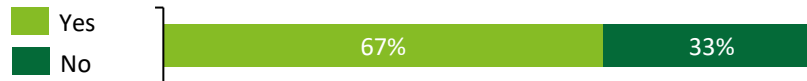
### Sustainability finance products milestone



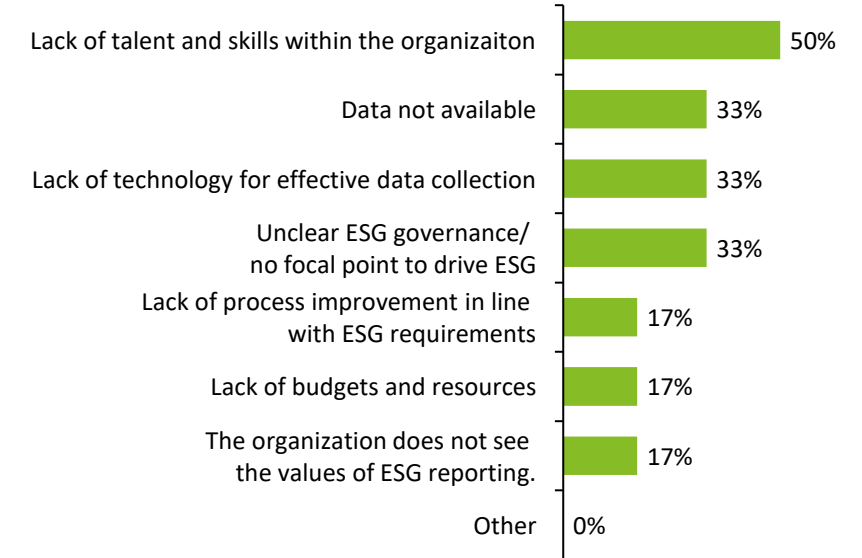
### Future key ESG investments



### Currently report on ESG management approaches and KPI's as part of reporting cycle



### Challenge to fulfil reporting requirement



### Standards/ assessments that ESG data collection structure is following





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